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RECORDS OF THE OFFICE OF THE DIRECTOR OF NAVY LABORATORIES:
HISTORICAL FILES 1960-1980. RECORDS COLLECTION 3-1

DTNSRDC-84/CT03

DAVID W. TAYLOR NAVAL SHIP RESEARCH AND DEVELOPMENT CENTER

Bethesda, Maryland 20084



RECORDS OF THE OFFICE OF THE DIRECTOR OF NAVY LABORATORIES:
HISTORICAL FILES, 1960-1980
RECORDS COLLECTION 3-1

by

Carole Elizabeth Nowicke

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SUPPORT AND ADMINISTRATIVE SERVICES DEPARTMENT
NAVAL MATERIAL COMMAND HISTORICAL REPORT



July 1984

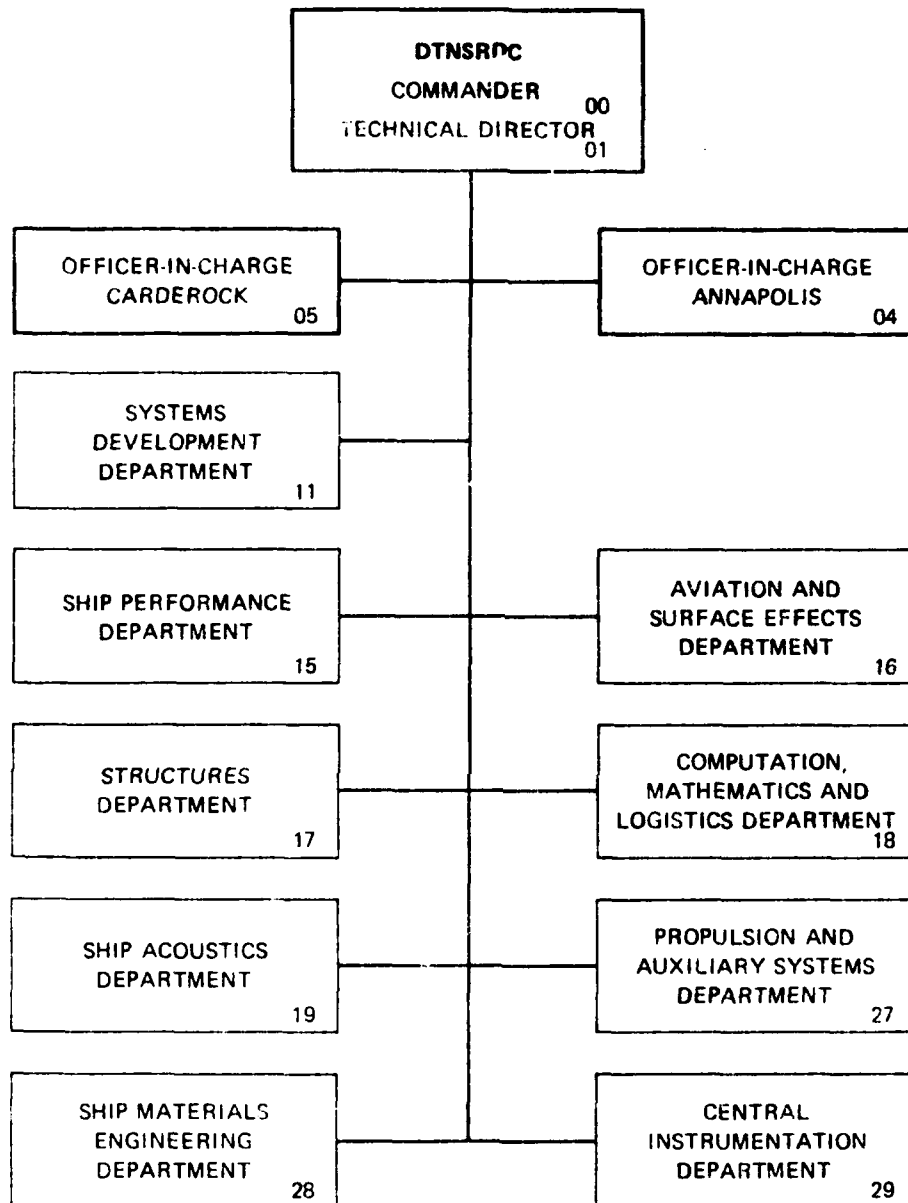
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ACQUISITION NOTE

The papers described in this register are records of the Director of Navy Laboratories/Director of Laboratory Programs during the tenures of Dr. Gerald Johnson, from March 1966 through August 1968; Dr. Joel S. Lawson, from September 1968 to 30 June 1974; and Dr. James H. Probus, from 1 July 1974 to 1 December 1980; and of the Associate Director of Navy Laboratories/Associate Deputy Chief of Naval Material (July 1975-Present), Mr. Allen W. Himes.

Fiscal year 1982 accessions include NAVMAT notices and SECNAV instructions from Howard Law, Director, Laboratory Operations Division (MAT 051) on 28 April 1982, #82-14; 5 cubic feet of records on Shore Establishment Realignment from Allen Himes' office on 5 May, #82-18; 10 cubic feet of correspondence (CNM and DNL Reading Files) on 12 August, #82-29.

Fiscal year 1983 accessions consist of 8.5 cubic feet of James Probus (DNL) reading files on 15 October 1982, #83-1; 1 cubic foot of chronological files from the Laboratory Operations Division (MAT 051) in February 1983, #83-17; an additional foot of chronological files from MAT 051 on 19 August 1983, #83-22; and 2 cubic feet of reports and ATOWG material on 12 September 1983, #83-33.

Fiscal year 1984 accessions include 1 cubic foot of laboratory reports and material on NSAP from MAT 051 on 13 December 1983, #84-19; received on 24 January 1984 were 2.5 cubic feet of MAT 051 files on laboratory closures, #84-29, 1 cubic foot of James H. Probus' subject files, #84-30, and 1.5 cubic feet of reports from Allen Himes, #84-35; 1980 DNL Correspondence files from MAT 051, on 14 February 1984, #84-44; .35 cubic feet of reports on NCSL from John Kaminski of MAT 051 on 25 February, #84-49.

Additional accessions received on 15 March 1984 were 1 cubic foot of CNM reading files, #84-54, and 4.5 cubic feet of "history files" (planning records 1959-1979) from George Swiggum NAVMAT 053 Laboratory Planning and Facilities Branch, #84-55.

The collection contains 30 cubic feet of records after processing.

The Office of the Director of Navy Laboratories Historical Files contain some sensitive and classified information. This guide lists only unclassified files.

Papers designated "For Official Use Only" occur throughout the entire collection. Prior permission to use the collection or any portion thereof must be obtained from the Office of the Director of Navy Laboratories or the Office of the Historian of Navy Laboratories.

This collection was initially processed in February of 1983 by Marjorie Heins Ciarlante.

ADMINISTRATIVE HISTORY

At the end of World War II the Navy had over twenty major research, development, test and evaluation (RDT&E) facilities. These facilities, with the exception of the Naval Research Laboratory, were managed by the Navy's material bureaus: Ordnance, Aeronautics, and Ships.[1] On 1 April 1966, fifteen major RDT&E facilities under the bureaus were collected into a single group and placed directly under the Chief of Naval Material, head of the newly formed Naval Material Command, which came into existence on 1 May 1966.

During that same year all but two of the Navy bureaus themselves were reorganized into six functionally oriented "systems commands": the Naval Ship Systems Command, Naval Ordnance Systems Command, Naval Air Systems Command, Naval Electronic Systems Command, Naval Supply Systems Command, and Naval Facilities Engineering Command. These systems commands were also placed under the Chief of Naval Material, who reported directly to the Chief of Naval Operations, the highest ranking officer in the Navy. This ended the traditional bi-linear organizational structure of the Navy, with its division of military control over the operational fleet and civilian control of administrative or "business" management. The bureaus, which had been virtually autonomous producers reporting to the civilian Under Secretary and Assistant Secretary of the Navy, had now lost much of their independent control of research and development.

These changes were part of the trend toward centralization of RDT&E within the Navy that echoed and responded to centralization of management within the Department of Defense. In 1957, authority over Defense Research and Development was centralized under one official in DOD, the Assistant Secretary of Defense for Research and Engineering. This position was upgraded in 1958 to that of Director of Defense Research and Engineering (DDR&E). The DDR&E ranked in between the other Assistant Secretaries and the Deputy Secretary of Defense and had the authority to approve, disapprove, or modify all R&D programs of the military services. In an analogous move in 1958, the Navy established a civilian executive assistant to the Secretary of the Navy, the Assistant Secretary of the Navy for Research and Development (ASN(R&D)), and assigned him full control over all Navy R&D, including management of the R&D appropriation.

[1]The Bureau of Ordnance and Aeronautics were combined to form the Bureau of Naval Weapons in 1959.

In 1965, the Navy established the position of Director of Navy Laboratories/Director of Laboratory Programs (DNL/DLP). Its creation was fostered by the impending reorganization of the Navy bureau system discussed above. However, the immediate reason for creating this office was the Navy response to a plan for improving DOD laboratory management issued in 1964 by the Deputy Director of Defense Research and Engineering (Research and Technology), Chalmers Sherwin. The "Sherwin Plan," as it was called (copies are contained in this collection), had recommended the establishment of civilian directors of laboratories in each of the three services.

The DNL/DLP position encompassed two functions. The DNL reported to and acted in a staff capacity to the civilian ASN(R&D) on laboratory matters. The same official as Director of Laboratory Programs reported in a line capacity through the Deputy Chief of Naval Material (Development) to the Chief of Naval Material. As DLP, he oversaw the laboratories' general planning and operations, including their exploratory development programs, funding for which he partly controlled. Most of the funding for the laboratories, however, came directly to them from the newly established systems commands. Since the DNL/DLP did not control this, his power over the laboratories was limited.

The Director of Navy Laboratories/Director of Laboratory Programs has always been a civilian position, with the exception of the brief period during which Captain David F. Parrish served until a civilian could be found to replace him. Traditionally, the Deputy DNL/DLP has been a Navy captain. The Assistant or Associate Director has been a civilian.

From 1966 until the mid 1970s the Director of Laboratory Programs (MAT 03L) reported to the Chief of Naval Material through the Deputy Chief of Naval Material for Development, who was also the Chief of Naval Development (DCNM(D)/CND). During the mid 1970s the Director of Laboratory Programs was moved down in the chain of command (to MAT 08T1) and reported through the Assistant Deputy Chief of Naval Material for Technology and Laboratories (MAT 08T) to the Deputy Chief of Naval Material. In October of 1979, the title of Director of Laboratory Programs lapsed and the Director of Navy Laboratories assumed the title of Assistant Deputy Chief of Naval Material for Laboratory Management (MAT 08L). In this capacity he reported through the Deputy Chief of Naval Material for Acquisition (MAT 08) to the Chief of Naval Material, thus moving back to his former position in the chain of command. In April 1982 the Director of Navy Laboratories became the Deputy Chief of

Naval Material for Laboratories (MAT 05), and reported directly to the Chief of Naval Material. In this capacity he serves as the line manager responsible for the direction and control of the operations of the Naval Material Command's RDT&E Centers. In his capacity as Director of Navy Laboratories he continues to serve as advisor to the Assistant Secretary of the Navy for Research, Engineering and Systems (formerly the Assistant Secretary for Research and Development). Thus as DCNM, he has direct line authority from the CNM and as DNL he is a staff member to the ASN. All these changes are reflected in the records.

As of this writing, five men have served as Director of Navy Laboratories. Dr. Gerald Johnson was the director from March 1966 through August 1968, Dr. Joel S. Lawson from September 1968 through June 1974, and Dr. James Probus from July 1974 through November 1980. Captain David F. Parrish, the Assistant Deputy Chief of Naval Material for Laboratory Management, temporarily assumed the title from December 1980 through June 1982. Mr. Robert M. Hillyer became the Deputy Chief of Naval Material for Laboratory Management/DNL in July 1982.

Throughout the 1970s the laboratories that had been placed under the DNL underwent a series of mergers and disestablishments, "Shore Establishment Realignments" (SERs). The Sherwin Plan, mentioned earlier, had recommended that the services reorganize their laboratories into "Weapons Centers" or "Centers of Excellence" in particular warfare areas. Each Center was to have a "critical mass" of at least one thousand scientists and engineers and the capability to provide full technical guidance and leadership in its area of expertise.

The Navy's drive to establish Centers, aided by reduction in R&D funding at the close of the Vietnam war, resulted by the close of the 1970s in eight RDT&E Centers: the David Taylor Naval Ship R&D Center (est. 1967), the Naval Coastal Systems Center (est. 1968), the Naval Air Development Center (est. 1969[2]), the Naval Ocean Systems Center (est. 1977), the Naval Personnel Research and Development Center (est. 1973), the Naval Surface Weapons Center (est. 1974), the Naval Underwater Systems Center (est. 1970), and the Naval Weapons Center (est. 1967). All eight Navy RDT&E Centers continue in operation, and the ninth, the Naval Training Equipment Center was added on 1 October 1983.

[2] Called the Naval Air Development Center since 1949 although given its current Center makeup in 1969.

SCOPE AND CONTENT NOTE

The historical files of the Office of the Director of Navy Laboratories/ Director of Laboratory Programs (DNL/DLP) consists of four discrete collections which have been merged to form a unified whole. The collections consist of (1) records saved by two former directors of Navy Laboratories, Dr. Joel Lawson (September 1968 through June 1974) and Dr. James Probus (July 1974 through November 1980) for the late 1960s and through the 1970s; (2) records saved by the Associate Director of Navy Laboratories, Mr. Allen W. Himes (July 1976 to present) for the 1960s and the 1970s; (3) Director of Navy Laboratories and Director of Laboratory Programs correspondence files from the latter half of the 1960s through the 1970s; and (4) historical files containing policy and management materials for the 1960s and early 1980s, of the Laboratory Planning and Facilities Division (NAVMAT 053).

The records saved by the Associate Director of Navy Laboratories, Mr. Allen W. Himes, comprise the series of "Shore Establishment Realignments and Policy Affecting Navy Laboratories, 1960-1982." These materials extend from the merger of the Bureau of Ordnance and the Bureau of Aeronautics to form the Bureau of Weapons (1959) through the reorganization and centralized management of Navy RDT&E facilities under the Naval Material Command and the newly established Office of Director of Navy Laboratories (December 1965 to May 1966) to various laboratory reorganizations, mergers, establishments, and disestablishments during the 1970s.

This series and a related series on "Laboratory Policy and Management, 1959-1979" contain thorough documentation on events leading to the reorganization of research, development, test and evaluation (RDT&E) within the Department of Defense and the Department of the Navy. There is some duplication of documentation in the two series, particularly in regard to major policy studies. In general, however, the series on "Shore Establishment Realignments and Policy Affecting Navy Laboratories" is more heavily weighted toward internal documentation of mergers and establishments and disestablishments within the Navy laboratory community, while the series on Laboratory Policy and Management tends to contain more of the formal management and policy studies that proliferated during the period. In the former series materials from the period prior to the reorganization of the laboratories under the Chief of Naval Material pertain only to the RDT&E facilities under the Bureau of Weapons, inasmuch as the materials were collected by Mr. Himes during his tenure in that organization. The collection has almost no material on RDT&E facilities under the Bureau of Ships prior to its disestablishment. Both series contain

complementary materials on laboratory utilization studies conducted at the behest of the DOD Deputy Director of Research and Engineering.

The "Director of Navy Laboratories Correspondence" files and "Director of Laboratory Programs Correspondence" files contain, respectively, copies of official out-going correspondence of the Director of Navy Laboratories in his capacity as DNL under the Assistant Secretary of the Navy (R&D), and as Director of Laboratory Programs under the Chief of Naval Material. The DLP correspondence covers the 1970s while the DNL correspondence starts with Gerald Johnson's tenure as DNL in 1966. These files give a partial picture of the daily operations and concerns of the Director of Navy Laboratories and help to document the development of internal policy for the Navy Laboratories. As a partial guide to decision-making at the Navy Laboratory headquarters level they complement the "Shore Establishment Realignments" series and "Laboratory Policy and Management" series mentioned above. Although there may be additional copies of the Director of Laboratory Programs correspondence interfiled among the central correspondence files of the Chief of Naval Material, no separate correspondence files were maintained by the NMC records office for the Director of Laboratory Programs or the Chief of Naval Development. Hence this series of correspondence of the Director of Laboratory Programs represents the only intact version of these files. This also applies to the Director of Navy Laboratories correspondence files, which were maintained apart from the Director of Laboratory Programs correspondence files (routed through the Chief of Naval Material), and which did not even enter the central filing system of the CNM.

The two remaining series, "NAVMAT Laboratory System, 1967-1980," and the "Office of Naval Research and Naval Research Advisory Committee, 1968-1980," were reading files saved by the former Directors of Navy Laboratories, Dr. Probus and Dr. Lawson.

The series "NAVMAT Laboratory System, 1967-1980: Director of Navy Laboratories Management Files," is divided into a number of subseries. Among the sub-series are a number of instructions and policy guidelines governing the NAVMAT Laboratories and the RDT&E process from the DOD level on down to the NAVMAT level. Some of these instructions, particularly those in the 3900 series, were issued by the Director of Navy Laboratories in the NAVMAT Instruction Series. There are materials pertaining to placement of the DNL/DLP position in the Navy organizational hierarchy and subsequent reorganizational changes. The laboratory management sub-series contain much valuable material, especially the financial management sub-series, which covers

the initiation of corporate five year planning in the Navy. Commanding Officer and Technical Director meetings are also covered for the mid 1970s, as well as the Advanced Technical Objectives Working Groups initiated by the DNL during that period. The miscellaneous subject files are uneven in quality and importance of subject matter. The files on individual laboratories appear to contain either random materials that crossed the DNL's desk or information on specific laboratory problems that were of immediate concern to him. They do not give a rounded picture of laboratory missions and activities.

The "Office of Naval Research (ONR) and Naval Research Advisory Committee (NRAC)" series contains materials on the origin, mission and functions of the Office of Naval Research and Project ONR-85 (1979), a project to reorganize the Office of Naval Research in which Dr. Probus was involved. It also includes materials on the Naval Research Advisory Committee and its Laboratory Advisory Boards (LAB's) which were established in 1968 to advise NRAC on the relevance and quality of technical research in the Navy Laboratories and to assist the DNL in assessing and coordinating laboratory programs. The LAB's were composed of leading industrial and university scientists. Dr. Probus used the LAB's extensively during his tenure as DNL. The NRAC reports for 1968-1974 and 1977 and the NRAC correspondence for 1971-1980 contain much useful information on laboratories issues and problems as do the NRAC LAB's reports and correspondence.

**SERIES 1. DIRECTOR OF NAVY LABORATORIES CORRESPONDENCE
(DNL READING FILES), 1966-1979**

Office copies of official correspondence of the Director of Navy Laboratories/Director of Laboratory Programs, signed by the Director of Navy Laboratories in his capacity as DNL under the Assistant Secretary of the Navy (R&D). Folders are labeled "DNL Reading File" and dated. Included are green and white tissues and electrostatic copies of memoranda, letters, instructions and some enclosures.

Files are arranged in chronological order.

Container No. 1

Daily Chrono File - Jan-Jun 1966
Daily Chrono File - Jul-Dec 1966
Reading File - 1966-1967
Reading File - Jul-Dec 1967
DNL Reading - Jan-Jun 1968
[Jul-Dec 1968 (missing)]
DNL Reading - Jan-Jun 1969
DNL Reading - Jul-Sep 1969
DNL Reading - Oct 1969

Container No. 2

DNL Reading - Nov-Dec 1969
DNL Reading - Jan-Apr 1970
DNL Reading - May-Jul 1970
DNL Reading - Aug-Dec 1970
DNL Reading - Jan-Apr 1971
DNL Reading - May-Aug 1971
DNL Reading - Sep-Oct 1971
DNL Reading - Nov-Dec 1971

Container No. 3

DNL Reading - Jan-Apr 1972
DNL Reading - May-Aug 1972
DNL Reading - Sep-Dec 1972
DNL Reading - Jan-Apr 1973
DNL Reading File - Apr-Sep 1973
DNL Reading File - 1 Oct - 31 Dec 1973
DNL Reading File - 1 Jan - 30 Jun 1974
DNL Reading File - 1 Jul - 30 Sep 1974
DNL Reading File - 1 Oct - 31 Dec 1974
DNL Reading File - 1 Jan - Jun 1975

Container No. 4

DNL Reading File - 1 Jul - 31 Dec 1975
DNL Reading File - 1 Jan - 31 Dec 1976
DNL Reading File - 1 Jan - 31 Mar 1977
DNL Reading File - 1 Apr - 30 Nov 1977
DNL Reading File - 1 Dec - 31 Dec 1977
DNL Reading File - 1 Jan - 30 May 1978
DNL Reading File - 1 Jun - 30 Dec 1978
DNL Reading File - 1 Jan - 30 Jun 1979
DNL Reading File - 1 Jul - 31 Dec 1979

SERIES 2. DIRECTOR OF LABORATORY PROGRAMS CORRESPONDENCE
(CNM READING FILES), 1971-1980

Office copies of official correspondence of the Director of Navy Laboratories/Director of Laboratory Programs in his capacity as DLP and his staff, signed by direction and issued by the Chief of Naval Material. Folders are labeled "CNM Reading File" and dated. Included are green and white tissue and photocopies of memoranda, letters, instructions, and some enclosures. Also included are 1979 and 1980 "yellow" correspondence files, maintained by the secretary of the Laboratory Operations Division, which have been infiled with the CNM reading files.

Files are arranged in chronological order.

Container No. 5

CNM Reading - Jan - Apr 1971
CNM Reading File - 1 May - 31 Aug 1971
CNM Reading File - 1 Sep - 31 Dec 1971
CNM Reading File - 1 Jan - 31 Mar 1972
CNM Reading File - 1 Apr - 31 Jun 1972
CNM Reading File - 3 Jul - 31 Oct 1972
CNM Reading File - 1 Nov - 31 Dec 1972
CNM Reading File - 1 Jan - 30 Apr 1973
CNM Reading File - 1 May - 29 Jun 1973

Container No. 6

CNM Reading File - 1 Jul - 30 Sep 1973
CNM Reading File - 1 Oct - 31 Dec 1973
CNM Reading File - 1 Jan - 31 Mar 1974 035
CNM Reading File - 1 Apr - 30 Jun 1974 035
CNM Reading File - 1 Jul - 30 Sep 1974
CNM Reading File - 1 Oct - 31 Dec 1974
CNM Reading File - Dec 1974 - Jan 1975

Container No. 7

CNM Reading File - Feb - Apr 1975
CNM Reading File - 1 May - 30 Jun 1975
CNM Reading File - 1 Jul - 31 Aug 1975
CNM Reading File - 1 Sep - Oct 1975
CNM Reading File - 1 Nov - 31 Dec 1975
CNM Reading File - 1 Jan - 29 Feb 1976
CNM Reading File - March 1976

CNM Reading File - April 1976
CNM Reading File - May 1976
CNM Reading File - June 1976
CNM Reading File - July 1976

Container No. 8

CNM Reading File - August 1976
CNM Reading File - September 1976
CNM Reading File - October 1976
CNM Reading File - November 1976
CNM Reading File - December 1976
CNM Reading File - January 1977
CNM Reading File - February 1977
CNM Reading File - March 1977
CNM Reading File - April 1977
CNM Reading File - May 1977
CNM Reading File - June 1977
CNM Reading File - July 1977

Container No. 9

CNM Reading File - August 1977
CNM Reading File - September 1977
CNM Reading File - October 1977
CNM Reading File - 1 Dec - 31 Dec 1977
CNM Reading File - 1 Jan - 31 Jan 1978
CNM Reading File - 1 Mar - 31 Mar 1978
CNM Reading File - 1 Apr - 30 Apr 1978
CNM Reading File - May 1978
CNM Reading File - June 1978
CNM Reading File - July 1978
CNM Reading File - August 1978
CNM Reading File - September 1978

Container No. 10

CNM Reading File - November 1978
CNM Reading File - December 1978
CNM Reading File - January 1979
CNM Reading File - February 1979
CNM Reading File - March 1979
CNM Reading File - April 1979
CNM Reading File - May 1979
CNM Reading File - June 1979
CNM Reading File - July 1979
CNM Reading File - August 1979
CNM Reading File - September 1979

Container No. 40

CNM Reading File - 1 Nov - 30 Nov 1979
CNM Reading File - November 1979

CNM Reading File 1 December 1979
CNM Reading File - January 1980
CNM Reading File - February 1980
CNM Reading File - March 1980

Container No. 42

CNM Reading File - April 1980
CNM Reading File - May 1980
CNM Reading File - June 1980
CNM Reading File - July 1980
CNM Reading File - August 1980
CNM Reading File - September 1980
CNM Reading File - October 1980
CNM Reading File - November 1980
CNM Reading File - December 1980

SERIES 3. LABORATORY POLICY AND MANAGEMENT, 1960-1979

DOD and Navy laboratory management studies, reports, speeches, policy addresses, consolidation studies, research reports, task force reports, laboratory utilization studies, program summaries, National Science Foundation reports, history files on why labs were placed under CNM, memoranda, briefings, fact-finding studies, contract history on Navy Laboratories, DOD management analysis reports, shore establishment realignment materials, draft review of Navy R&D manpower management.

A. HISTORICAL OVERVIEW

Container No. 61

History of Establishment of DNL/DLP (Director of Navy Laboratories/Director of Laboratory Programs) [1961-1980] [1 of 3]

[Contains memoranda and SECNAV instructions from Jan 1965 - Apr 1980 on RDT&E Management in the Navy. These are the major DOD and internal Navy memoranda and instructions involved in the establishment of DNL and the reorganization of Navy RDT&E management. Included are Secretary of Defense McNamara's Oct. 14, 1961, memo on In-House Laboratories, memoranda from ASN(R&D) Robert W. Morse, I.J. Galantin, (the Chief of Naval Material on establishment of the office of Director of Navy Laboratories), Exploratory Development Program Management, and In-House Laboratory Management. Instructions define and update duties and responsibilities of DNL]

History of Establishment of DNL/DLP [1961-1980] [2 of 3]

History of Establishment of DNL/DLP [1961-1980] [3 of 3]

Documents on In-House Research and Development Laboratories [1961-1973] [1 of 3]

[Contains bibliography of 34 documents, 12 of which remain in folder in chronological order and are mostly memoranda. Bibliography contains memoranda, reports, policy statements, action plans, symposium proceedings, and instructions relating to Federal Laboratories, DOD Laboratories and Navy Laboratories from 1966-1973. Documents

listed in the bibliography and not in folder can be found in this Series or Series 4 or 5. Bibliography includes Bell Report, Dillon Report, portion of DOD Task 97 Action Group Reports, Sherwin Plan, Blue Ribbon Defense Panel Report, Report of Task Group on Defense In-House Laboratories (1971), Evaluation of Project REFLEX, and Sheingold Report]

Documents on In-House Research and Development Laboratories [1961-1973] [2 of 3]

Documents on In-House Research and Development Laboratories [1961-1973] [3 of 3]

B. HISTORY FILES

Container No. 61

SECDEF Memo on In-House Labs, 14 October 1960

Management of Navy In-House Laboratories, 17 December 1964, RADM J. K. Leydon

Morse Plan, 4 January 1965 [ASN (R&D) Robert W. Morse's Plan for Management of DOD In-House Laboratories]

Container No. 62

ASN(R&D) Field Activities/Task Force: Raney Study, April 1965 [1 of 2]
[Mostly memoranda and Morse Draft #3, January-December 1965]

ASN(R&D) Field Activities/Task Force: Raney Study, April 1965 [2 of 2]

Background Information, Raney Study, April 1965 [Memoranda, reports, February- September 1965]

In-House R&D Field Activities Study: Raney Study, April 1965 [January-April 1965]

Base Systems Analysis I (as of 30 June 1965) [1 of 2]
[R&D Base Systems Analysis Information Statistical information on the Navy Laboratories prior to the reorganization]

Base Systems Analysis I (as of 30 June 1965) [2 of 2]

Base Sys. Analysis II (as of 30 June 1965) [1 of 2]

Base Systems Analysis II (as of 30 June 1965) [2 of 2]

Container No. 63

MAT 03 Organization as result of DNL/DLP, June 1965

R&D Management Changes (Witches Sabbath), June 1965 [DNL Functions and staff organization]

Witches Sabbath, July 1965 [RDT&E management memoranda, briefing paper, organization flow charts]

The Road Ahead: A Provocative Look to the Future, speech by E.M. Glass, July 1965
[Assistant Director (Laboratory Management) Office of the Deputy Director (Research and Technology)]

Comments on Position of DNL, November 1965
[Unattributed: "Position has only marginal chance of being effective"]

Background to Navy Laboratory Report of 1/66 I [November 1965-March 1966]

Background to Navy Laboratory Report of 1/66 II [January 1966, with copies of letters and studies from 1964-1965]

Background to Navy Laboratory Report of 1/66 III [Manuscript notes, charts, etc., some typed tables, November 1965-January 1966]

Navy Laboratory Report 1/66 (Morse Report) [2 copies and covering memo]

Container No. 64

Military Command of Certain R&D Labs, March 1966 [SECNAVINST 5430.77, clarification of command structure]

DNL/DLP-BUSHIPS Lab Mgt. Transition, [July 1965-June 1966]
[Contains draft of "Duties and Responsibilities of Systems Commands in the Naval Material Command"]

Speeches: Hon. John S. Foster on DOD Labs, Dr.

Finn J. Larson on Military Labs, June 1966 [Policy Statements on DOD Laboratories, Management Analysis Memorandum 6-2, 1 July 1966]

DOD In-House RDT&E Activities Management Analysis Report, DDR&E, 1 September 1966 (Rev.)

DOD Policy on In-House Labs, 27 September 1966 [Keynote address on In-House R&D and National Defense by John S. Foster, DDR&E]

Problems of In-House Labs, and Possible Solutions, 25 October 1966, Management Analysis Memorandum, DDR&E [This study is also called "42 Problems"]

In-House Laboratories, Report of the Defense Science Board Task Force, 31 October 1966 [Sheingold Report, draft and final]

Utilization Study of Federal Laboratory Resources, November 1966

["A Case Study of the Utilization of Federal Laboratory Resources," Legislative Reference Service Study for Congress. Subcommittee on Research and Technical Programs]

Analysis of Project Management Control of Development Performed by In-House Defense Laboratories, 10 April 1967

[DDR&E Management Analysis Report, condensed version of Ph.D. thesis by Col. Joseph H.D. Smith, USA]

RDT&E Organizations in DOD, June 1967

[Information Report on Research, Development, Test and Evaluation Organizations in the Department of Defense, by the Defense Division of the General Accounting Office for use by personnel in planning and executing work assignments]

Study to Determine the Permanent Location of Harry Diamond Laboratories, July 1967, Assistant Secretary of Defense, Installations and Logistics

Container No. 65

Civil Service Report and Navy Actions on Problems in Management of DOD In-House Labs, June 1967-November 1968 [1 of 3]

[Includes these reports: Action Plan, Final Report, Problems in the Management of Navy In-House Laboratories, 14 December 1968, ASN R&D; Problems in the Management of Department of

Defense In-House Laboratories, Vol.1, 27 December 1967, U.S. Civil Service Commission; Research and Development Action Plan, Problems in the Management of Navy In-House Laboratories, 27 April 1967, ASN R&D]

Civil Service Report and Navy Actions on Problems in Management of DOD In-House Labs, June 1967-November 1968 [2 of 3]

Civil Service Report and Navy Actions on Problems in Management of DOD In-House Labs, June 1967-November 1968 [3 of 3]

Comments from R&D Community on Problems in Management of Navy In-House Laboratories in Response to MAT-0332:DCH ltr of 10 June 1968 [June-July 1968, 1 of 2]

Comments from R&D Community on Problems in Management of Navy In-House Laboratories in Response to MAT-0332:DCH ltr of 10 June 1968 [June-July 1968, 2 of 2]

DOD In-House RDT&E Activities, Management Analysis Report, DDR&E, 30 October 1967

Dr. MacArthur's Doddario Committee June 1968 [prepared statement made by Dr. Donald M. MacArthur, (Deputy Director, Research and Technology of the DDR&E) on 2 April 1968 before the House Subcommittee on Science, Research and Development of the Committee on Science and Astronautics on the Utilization of Federal Laboratories]

Die Grosse Plan (Folder 1), July 1968 [Correspondence, memoranda re mergers and disestablishments March 1967-May 1969]

Die Grosse Plan (Folder 2), July 1968

Container No. 66

DOD In-House RDT&E Activities, Management Analysis Report, DDR&E, 30 October 1968

Proposal for DCNM(L), December 1968 [Proposal to upgrade DNL to DCNM(L) and define the role within the context of overall CNM responsibilities]

Trends in Improvement of Operations in DOD In-

House Laboratories (COL Philip C. McMullen USAF),
1969 [Industrial College of Armed Forces Student
Research Report]

Facilities Acquisition Survey, 14 January 1969
[pencil ms]

Centers of Excellence Pitch, February 1969
[memoranda and slide presentation]

Objectives of the DNL, March 1969 [one page sheet
listing 10 objectives]

Foster Plan-Laboratory Replies, April 1969
[Navy Laboratory Report, December 1965
correspondence and memoranda, 1965-1966 including:
"DTMB in a Changing R&D Environment" and
"Identification of the R&D Efforts for Basic
Platforms for Naval Warfare (Ships and Aircraft)"
by A.H. Keil, TD of DTMB, and paper titled
"Integration of Non-Program Administrative
Functions With Technical Programs in Research and
Development", by H.G. Wilson]

Report of the Panel on R&D Management, 6-18 July
1969, 1969 Summer Study, Defense Science Board

National Patterns of R&D Resources: Funds and
Manpower in the United States 1953-1970, National
Science Foundation, September 1969

DOD In-House RDT&E Activities, Management Analysis
Report, DDR&E, 30 October 1969

National Environment and the Management of the
Navy RDT&E Complex, March 1970
[Industrial College of Armed Forces, Student
Research Report by David C. Hughes]

Realignments of the CNM RDT&E Activities, Ivy
Study (w/addendum), 27 May 1970
[Realignments of the CNM RDT&E Facilities 1966 to
1970, and Addendum for Period 1970 to 1975, 2
December 1974 Robert G. Iverson. Historical
summary of key documents involved in estab. of DNL
and reorganization]

Employment of Black Professionals in the Navy R&D
Community, 15 July 1970, Office of Civilian
Manpower Management, CNM

Plan for NMC RDT&E Field Complex, Iverson Study,
24 July 1970 [Includes "A Plan for Navy RDT&E

Resources," by HCS, 24 June 1970; and "A Plan for the NMC RDT&E Field Complex," 1970-1980, by Robert G. Iverson (Robert Taggart Inc.)]

Blue Ribbon Defense Panel Report, 1 July 1970

Study Proposal for Navy R&D Range Requirements, 1 September 1970 [prepared by Hal Overman, member of Ostrom Committee on Consolidation of Test Facilities]

DOD In-House RDT&E Activities, Management Analysis Report, DDR&E, 30 October 1970

Analysis Profiles FY 71 Technical Programs, November 1970 [NUC Technical Planning Profiles]

Navy Gunnery Test Ranges, 1 December 1970 [Study Report to the DNL, by LTC R. L. Bass USA, and H. S. Overman]

National Patterns of R&D Resources from 1953 to 1971 [National Science Foundation, NSF 70-46 1970, entitled "Funds and Manpower in the United States"; and NSF 63-40, "Reviews of Data on Research and Development," No. 41, September 1963]

Container No. 67

May 1971, Lab Study-DNL: Why We Have Labs! ["A Plan for Improving the Effectiveness and Utilization of the Navy's In-House Laboratories," and covering memo; address by DDR&E John S. Foster, Jr. (a "major summation" of new weapons acquisition policy) given before DOD/NSIA Symposium on Major Defense Systems Acquisition, 11 August 1971; memo on organization, responsibilities and procedures...for ODDR&E (Test and Evaluation)]

Management Problems of DOD In-House Laboratories,
5 April 1971, Response to: Inter-Service Panel,
Task Group 2, NWC, China Lake, CA

Management Problems of DOD In-House Laboratories,
20 May 1971 [Report-Task Group 2, In-House
Laboratory Review Steering Committee]

Container No. 69

Task Group on Defense In-House Labs, 1 July 1971-
Glass Report [1 of 2]
[Report of Task Group on Defense In-House
Laboratories established by Deputy Secretary of
Defense David Packard to identify actions to be
taken, if any, in accordance with the
recommendations of the Blue Ribbon Defense Panel;
Chairman E. M. Glass, Office of the DDR&E,
includes report, executive summary, Annexes A, D,
E, and F (C is classified "secret" and is not in
collection), DON plan for implementing
recommendations, and issues paper, entitled "State
of the Navy Laboratories"]

Task Group on Defense In-House Labs, 1 July 1971-
Glass Report [2 of 2]

JASON Report, July 1971 [the JASON Group was
connected to the Institute for Defense Analyses,
and contributed to the Glass Report]

Major Roles of Navy Labs, July 1971 [Paper inside
titled "Role of Navy Laboratories" and dated 16
April 1971]

Army, Air Force, Navy Lab Study, Pre-Final Report,
July 1971
["Army, Navy, Air Force Consolidations, Closure
and Cross-Service Activities," Task Force #4, DOD
Task Group on In-House Laboratories, 9 April 1971,
annexes A, E, F, and G]

DOD In-House RDT&E Activities, Management Analysis
Report, DDR&E, 30 October 1971

Relationships Between Peer Ratings and
Quantitative Properties of DOD In-House
Laboratories, Vol. 1, Management Analysis Report
DDR&E, 15 November 1971

National Patterns of R&D Resources: Funds and
Manpower in the United States 1953-1972, National
Science Foundation, December 1971

Historical Genesis of the Laboratories and Centers
under Direct CNM Command, 17 May 1972 [Historical
summary of key events and documents]

Federal Funds for Research, Development, and Other
Scientific Activities, Fiscal years 1971, 1972,
and 1973, National Science Foundation, August 1972

Container No. 70

The Importance of Testing and Evaluation in the
Acquisition Process for Major Weapons Systems,
Comptroller General, 7 August 1972

DOD In-House RDT&E Activities Management Analysis
Report, DDR&E, 30 October 1972

Report of the Commission on Government
Procurement, Vol. 1, 31 December 1972

Report of the Commission on Government
Procurement, Vol. 2, 31 December 1972

Report of the Commission on Government
Procurement, Vol. 3, 31 December 1972

Report of the Commission on Government
Procurement, Vol. 4, 31 December 1972

Transfer of Defense Technology to Meet National
Needs, March 1973

[National War College Individual Research Paper by
Dr. Charles M. Schoman with accompanying letter to
David C. Hughes (MAT-03L3)]

Comments on Labs by NSWC TD-1973, 12 June 1973
[memorandum for CAPT Don Keach from G. K.
Hartmann, stressing that labs should not be
returned to SYSCOMS]

Container No. 71

NTP Workshop/NWL, July 1973 [Navy Technological
Projections Workshop, notes, agenda, etc.]

War College Review (Schoman), July 1973
[Part I: Review of Course, National War College,
6 August 1972-6 June 1973, Part II: Assessment of
Key United States Interests and Challenges, by
Charles M. Schoman]

Underwater Acoustic Transducer RDT&E and
Calibration Facilities, by Gene M. Remmers and
John P. McGovern, July 1973

Pacific Missile Range Oil Interests, August 1973
[Mimeographed memoranda, reports, charts, etc., on
intensified commercial oil exploration in Pacific
Missile Range and on outer continental shelf off
Florida, and effect on Defense Activities]

CGP Recommendations, August 1973
[Commission on Government procurement-memoranda,
typed reports, etc., on Navy examples of
implementation of recommendation B-4 of
Procurement Commission Report]

DOD In-House RDT&E Activities, Management Analysis
Report, DDR&E, 30 October 1973

An Analysis of Federal R&D Funding by Function:
Fiscal Years 1969-1974 National Science
Foundation, October 1973

Combat Systems Test Sites/Sea, February 1974
["Survey of Shore Locations for Naval Combat
Systems Testing"]

Sproull Committee Report on NADC, 2 March 1974
[and follow-up material]

Intergovernmental Use of Federal R&D Laboratories,
Federal Council for Science and Technology, March
1974 [National Science Foundation]

AMARC Report Vol 1, Precis [Report of the Army
Material Acquisition Review Committee, 1 April
1974]

AMARC Report Vol 2, Committee Reports [Report of
the Army Material Acquisition Review Committee, 1
April 1974]

Container No. 72

Hollingsworth Study, April-August 1974 [1 of 2]
[Background memoranda, notes, charts, etc., for "A
Review of Laboratory Missions and Functions,"

chaired by G.L. Hollingsworth. Includes a key memorandum from DNL to ASN(R&D) on Laboratory Missions, dated 22 March 1974, re laboratory responsibility for major portions of R&D programs and how blocked by SYSCOMS to date, with plan of action to partially rectify situation, by ad hoc Panel established by DCNM (Development) in April 1974 and chaired by G.L. Hollingsworth, TD, NADC]

Hollingsworth Study, April-August 1974 [2 of 2]

Lab Missions [April-July 1974, Background to Hollingsworth Study]

A Management Overview, Office of the Director of Defense Research and Engineering, May 1974 [R&D in DOD (simplified overview with charts and diagrams)]

Study of Naval Underwater Systems Center, 24 May 1974

Format for the Study of a Naval Laboratory, 28 May 1974 [1 of 2]

Format for the Study of a Naval Laboratory, 28 May 1974 [2 of 2]

Report of Ad Hoc Interlaboratory Committee on Navy R&D Emergency Assets, July 1974

Container No. 73

Air Force Lab Utilization Study, Chapman Report, August 1974

Naval Laboratory Utilization, Hazen Study, August 1974 [by NRAC ad hoc Subcommittee for the Study of Navy Laboratory Utilization; and background documentation]

Donaldson Committee Report, T/E NAVAIR, 4 September 1974 [Donaldson Committee Report on Test and Evaluation Base Study for the Naval Air

Systems Command; also point paper on NAVAIR Proposal for Establishment of Assistant Commander for T&E]

Follow up on Hollingsworth, [September-October 1974]

DOD In-House RDT&E Activities, Management Analysis Report, DDR&E, 30 October 1974

Management Studies and Their Effect on Navy R&D by Robert J. Mindak, 1 November 1974

Master Planning Process for a Naval Research Laboratory, by John P. McGovern, 7 November 1974

Marcy-Grams Report on Trip to NWC and Edwards AFB, November 1974

[Contains memoranda for record on H. Tyler Marcy's visits to China Lake, Edwards AFB, NADC, NSRDC, NELC, and NUC, San Diego area, NOL (White Oak), and transcript of confirmation hearing questions and answers for Marcy's nomination as ASN(R&D)]

PMR Executive Program, 24 December 1974 [Executive Program by Executive and Management Development ad hoc Committee, Naval Missile Center, Point Mugu, CA]

Container No. 74

NMARC-Vol. I, Report, January 1975 [1 of 2]
[Report of the Navy Marine Corps Acquisition Review Committee and background materials]

NMARC-Vol. I, Report, January 1975 [2 of 2]

NMARC-Vol. II, Annexes and Appendices, January 1975 [1 of 2]

NMARC-Vol. II, Annexes and Appendices, January 1975 [2 of 2]

6.2 Program Management, 29 January 1975 [1 of 2]
[The Management of Navy Exploratory Development, Exploratory Development Program Element Restructuring, 23 Dec. 1975 (date report issued)]

6.2 Program Management, 29 January 1975 [2 of 2]

Container No. 75

Report on the Federal R&D Program FY 1976,

1 February 1975, Federal Council for Science and Technology, H. Guyford Stever, Chair

Laboratory Efforts on Major Problems in Civil Engineering, 5 March 1975

[with cover memo; major recommended projects for investigation with recommendations that detailed projects at work unit level be developed in conference with other services]

DOD Program of RDT&E, FY76 [Statements by DDR&E and Deputy Director (T&E) ODDRE to 54th Congress, 1st Session 7 and 26 March, 1975]

Red Book for H. Tyler Marcy [ASN(R&D)], 25 March 1975

[Draft of Proposed Missions, Functions, and Product Lines of Navy Laboratories, strawman: intro discusses Navy task to develop long range (10-15 yrs.) plan and annual updating; mentions that specific product lines will be assigned to labs and unnecessary duplication eliminated]

NMARC Action/Status Report, 8 May 1975

[Relates to purification and resolution of Laboratory product area/product line areas of responsibility which MAT 035 was to resolve by 1 September, 1975]

An Analysis of Federal R&D Funding by Function, August 1975, National Science Foundation

Sebestyen Committee Report on NUSC, 16 September 1975, George S. Sebestyen, Chair [with background materials]

Technical Strategies for 6.2, 22 September 1975

["An Internal Staff Background Document: An Analysis of the Concept of "Strategy" and Its Application to Technical Strategies in Navy Exploratory Development Management," prepared by Technology Plans Office (MAT 03T3) Advanced Technology Group, DCNM(D) and Chief of Naval Development]

Container No. 76

DOD In-House RDT&E Activities Management Analysis Report, 30 October 1975, by Vernal L. Aamodt, USA DARCOM

Some Changes in DOD Technology Management by Dr.

John L. Allen, November 1975

[1] Speech to CO/TD Meeting, Nov. 1975, of above title

2) Draft copy of technology base chapters for DDR&E FY77 Posture Statement by Dr. Allen]

Federal Funds for Research, Development, and other Scientific Activities, December 1975, National Science Foundation

Gibson Committee Report on Naval Coastal Systems Laboratory, 21 January 1976, Robert G. Gibson, Chair

Donaldson Task Group Report on DTNSRDC, 28 January 1976

[Findings and discussion on facilities, personnel, financial overview and relationship of Carderock and Annapolis Laboratories to CNO, NAVSEA, and NAVSEC with conclusions and recommendations; 2 revised pages and covering memo and comments on the report by DNL J.H. Probus, 3/2/76; document labeled NSRDC Inputs, 27 February 1976, "DTNSRDC Comments on Donaldson Task Group Report" concerning DTNSRDC/NAVSEC Management Realignment, Aviation/NADC Management, and Ship and Submarine Dynamics]

A Review of Actions Taken to Improve the Effectiveness and Efficiency of the Naval Weapons Center, January 1976

[Report of action taken from July 1974-December 1975. Study similar to Sproull Committee Report on NADC. Consolidation of like functions, sharpening of missions and functions statements and identification of product areas and product lines]

Navy RDT&E NIF Activities (Sorge Studies), January 1976

[2 documents: one general overview, other highlights of financial information, by Monroe B. Sorge

GAO Report on DOD T&E, 1 March 1976

[GAO Report to Senator John L. McClellan, Chairman, Committee on Appropriations on "Does the DOD Have More Test Capacity Than It Needs?" and transmittal memo from Comptroller of the Navy to CNO]

Summary of Reports Concerning Laboratories (1947-1975), Draft 4 March 1976, by David C. Hughes [Key

listing and synopsis of major reports]

DNL Briefing to IG on R&D Centers, 11 March 1976

High Grade Position Distribution in the CNM Laboratories, 31 March 1976 [report, William F. Lyons, Chair]

History of Why Labs were Placed Under CNM, Draft, March 1976

[Original typescript of #1 in file immediately following. Also original typescript of "Interim Response to Sherwin Plan," dated 8 January 1975]

Container No. 77

Labs under CNM - Backup Inputs, March 1976

[Contents include:

- 1) "History of Why Labs were Placed Under CNM," of 12 March 1976 by David C. Hughes of DNL/DLP staff. This document contains composite recall of Capt. Barney Towle, USN(Ret), MAT 033, 1st Deputy Director of Navy Laboratories when events occurred. Based on factual documents (appended) and informal undocumented discussions involving DDR&E, ASN(R&D), CNM, DCNM(D) during period of Sherwin Plan rebuttals. List of major figures and their roles in Navy's responses to Sherwin Plan at Tab C.
- 2) "Historical Genesis of the Laboratories and Centers Under Direct CNM Command"
- 3) Notes on meeting on Sherwin Plan (handwritten)
- 4) Other historical material duplicated elsewhere and handwritten notes

DNL-Early Times, DLP-Labs/CNM, March 1976

[Also key historical file along with 2 preceding files. Contains:

- 1) "Appendix R&D-A: Historical Perspective of Navy Research and Development" and "Appendix R&D-B: Review of Selected Studies of Government Research and Development 1947 to 1972"[3]
- 2) Memo for ASN(R&D) of 6/28/75 by CNM I.J. Galantin re: RDT&E Management, transmitting revised proposals relating to DNL, Exploratory Development Program Management and In-House Laboratory Management
- 3) Memo of 2/8/67 fr. CNO to ASN(R&D) re "A Plan

[3] Drawn from ONR Report "Management Studies and Their Effect on Navy R&D" (unpublished), 1 November 1974

for the Improved Utilization of Navy Laboratory Resources," submittal of (1st Endorsement on CHNAVMAT ltr 03:FLP of 1/24/67)
4) Other documents]

Underwater Acoustic Transducer Calibration Facilities Studies, 2 April 1976 [Report of Review Committee]

Consolidation of NUC and NELC, April 1976 [Shore Establishment Reduction]

National Patterns of R&D Resources, Funds & Manpower in the United States 1953-1976, April 1976, National Science Foundation

Review of Navy R&D Management, 1 June 1976 [1 of 3]
[Booz-Allen & Hamilton contract history and summary version of Navy R&D Management from 1946-1973]

Review of Navy R&D Management, 1 June 1976 [2 of 3]

Review of Navy R&D Management, 1 June 1976 [3 of 3]

Navy Labs Long Range Plan, 30 June 1976
[Instructions to labs on preparing first 5 Year Plan, 1977-81]

Review of Test and Evaluation Facility Utilization, June 1976
[DOD response to GAO Study "Does Dept. of Defense Have More Test Capacity Than It Needs?"]

Briefing to Pacific Fleet on R&D, July 1976

Container No. 78

ASN(R&D) Recommendations for Dept of the Navy R&D Labs, 9 August 1976
[Memo from ASN(R&D) for DCNM (Development)]

Navy In-House Integrated Circuit RDT&E Facilities, September 1976 [DNL Report on]

DOD In-House RDT&E Activities, Management Analysis Report, 30 October 1976, by Harold F. Davidson, for USA DARCOM

Technology Base Strategy (Report of the Defense

Science Board Task Force), October 1976
[DDR&E request for independent advice on allocation of Technology Base resources among various technology areas and identification of areas in which level of support should be readjusted due to changing needs, capabilities, and maturation of previous efforts]

Lab/Center Long-Range Planning History, November 1976 [1 of 2]

[Write-ups of long-range planning experience in each of RDT&E Centers and other related materials (for FY 1977 long range planning)]

Lab/Center Long-Range Planning History, November 1976 [2 of 2]

Report on Management of Acquisition in NAVMAT, 22 December 1976 [Final Report of Phase III Study to improve Management of Acquisition in NAVMAT]

Characteristics of the National Sample of Scientists and Engineers 1974, Part 3. Geographic, December 1976, National Science Foundation

CNM ad hoc Group on Shore Establishment Realignment [SER], 1977

[binder of key documents containing:

- 1) ASN(R,E&S) memo on Shore Establishment Realignment
- 2) Breakout of Issues Contained in ASN(R,E&S) memo on SER
- 3) CNM memo for the Record on Functional Realignment Issues
- 4) Individual Comment Sheets on Issue Areas
- 5) Unique Capabilities of ONR and SYSCOMS RDT&E Activities]

Management of Laboratories, March 1977 (Mr. Marcy, ASN(R&D), to Armed Services Committee [Formal statement, question to and answer of Mr. Marcy])

Container No. 79

Consolidation or Relocation of NAPC (4/28/77) and Other Material [1 of 3]
[memorandum report and formal reports (Naval Air Propulsion Center)]

Consolidation or Relocation of NAPC (4/28/77) and Other Material [2 of 3]

Consolidation or Relocation of NAPC (4/28/77) and

Other Material [3 of 3]

DOD In-House RDT&E Activities, Management Analysis Report, 30 October 1977, by Harold F. Davidson, USA DARCOM

Air 06 Long Range T&E Plan, October 1977
[Navy T&E Consolidated Long Range Plan Prepared by the Assistant Commander for Test and Evaluation, Naval Air Systems Command, October 1977]

Dr. J. M. Stallard pitch on R&D Centers, 23 November 1977
[briefing document on missions and functions]

Container No. 80

CNM Functional Realignment - Gavazzi Study, 14 December 1977
[Draft Report of the CNM ad hoc Group on Functional Realignment]

Hollingsworth Study on Navy R&D Process (similar to Gavazzi Study), 15 December 1977
["A Functional Analysis of the Research and Development Process in the U.S. Navy," by G. L. Hollingsworth. Key document and forwarding letter for draft report of CNM ad hoc Group on functional realignment. Purposes: to determine the basic in-house RDT&E capabilities needed by examining the Navy's RDT&E functions, missions and organizational history and to delineate organizational concepts that would be useful in "restructuring"]

Ignatius DOD Headquarters Study, 1 June 1978 [1 of 2]
[Report by Paul R. Ignatius (private contractor) on DOD Headquarters organization and covering letter to Secretary of Defense Harold Brown outlining 13 recommendations. Argues for keeping present organizational structure and fixing responsibility for performance more precisely]

Ignatius DOD Headquarters Study, 1 June 1978 [2 of 2]

SECNAV Tech Base Study, 1 August 1978
[Memorandum to ASN, Research, Engineering, and Systems, re "Technology Base" from SECNAV W. Graham Claytor, Jr.]

Review of Navy R&D Center Manpower Management,

Draft, 30 June 1979

[Prepared under contract by David C. Hughes, a former DNL Office Staff Member. Contains charts on management studies, Navy RDT&E Activities milestones, Navy Department position on 42 problems of In-House Laboratories in 1966, key personnel, 1946-1973 (for DOD and CNM HQ RDT&E)]

Federal Laboratory Director's Perspectives on Management of In-House Laboratories, 15 August 1979, GAO Draft Report [OSD Case #5246]

Study of Impact of Promotional Freeze (at NUSC), Status Report, August 1979, by Mary L. Durland

**SERIES 4. SHORE ESTABLISHMENT REALIGNMENTS AND POLICY AFFECTING
NAVY LABORATORIES, 1960-1980 (1982)**

A. BACKGROUND INFORMATION AND "SER" ACTIONS, 1950-1960:

Origin, mission and functions statements
studies and reports on Research and Development
facilities.

Container No. 11

Southern California Naval Research, Development
and Test Stations, Unique Facilities, November
1950

Facilities Review of West Coast Naval
Laboratories, by the Inter-Laboratory Committee on
Facilities, China Lake, CA, March 1959. TS 59-200

Technical Capabilities Related to the Research and
Development Program (Technical Direction and
Design Cognizance) [of BUWEPS], 1958-1960

History of Origin of Navy RDT&E Activities
[Relating to weapons], 1960

Technical Capabilities Related to the Research and
Development Program (Technical Direction and
Design Cognizance) [of Weapons], 1958-1960

White Paper on RDT&E Field Facilities, 1960;
Comments of NRAC Deputies, Staff Paper on Comments

Container No. 12

An Examination of the Material Base of the New
York Naval Shipyard, Brooklyn, NY, 1961

Report on the Comprehensive Study of the Bureau of
Naval Weapons Shore Establishment, May 1961

Technical Direction-RDT&E Group Comments, 1961

[Visits to Naval In-House Laboratories, 1962]

Edwards Air Force Base/Naval Air Test Center
[Feasibility of Transfer], 1962

Naval Training Device Center: Proposed Transfer of
Management Control to BUWEPS, 1962

Consolidating the Facilities of the Naval Air

Turbine Test Station, Trenton, NJ--Summary of Report of Study into the Feasibility of [ca. 1962]

Philadelphia Study [Aviation Facilities, 1962]

Suggested Revised Names for BUWEPS RDT&E Field Activities, 1961-1963

Research and Development Facilities Located at U.S. Naval Shore Activities, 1963 [Master Copy]

Container No. 13

Projects III-J (R&D) and III-K (R&D), Development of "Ideal" Base Structure for RDT&E, 1963

Container No. 44

NOL/Fort Lauderdale Study, February 1964

Container No. 13

The Feasibility of Co-locating Certain Ordnance Proof and Acceptance Test Programs of the Naval Weapons Laboratory at the Army's Erie Proving Ground, 1964

The Feasibility of Closing and Disposing of the Potomac River Firing Range of the Naval Weapons Laboratory and Relocating the Programs at the Army's Aberdeen Proving Ground, 1964

Report of Survey of Naval Air Test Center, Patuxent River, and Related RDT&E Activities [1965]

Organization for Missile/Weapon Pre-feasible World Management, 1966

Private Ownership of Housing at China Lake, CA, Committee Report on, 1966

Consolidation Study of the Aeronautical Engine Laboratory, NAEC, and the Naval Air Turbine Test Station, 1966

Naval Weapons Center, Corona, 1959-1967

Container No. 14

Corona Closure, Documentation, 1964-1968

B. RDT&E STUDIES AND ACTIONS, 1961-1966: Contains key documents on the background of research, development, test and evaluation (RDT&E) reorganization within the Department of Defense and the Navy, including copy of President Kennedy's letter to Bell initiating BUBUDGET Study of government laboratory management and operating contracts, BUBUDGET Agency and contractor questionnaires, and Navy memoranda concerning Bell Committee Report and its implementation; Memoranda and letters from BUWEPS laboratories on proposed SECNAVINST 3900.13A on Management of Navy R&D Laboratories; memoranda on implementation of recommendations of Navy Management Study, (Dillon Report)[4] SECNAVINST 3900.13A, SECNAV Notice 5430, BUWEPSINST 3900.15 on Management of BUWEPS R&D Labs; DOD Task 97 Action Group Interim Report on personnel problems affecting DOD in-house laboratories and accompanying memoranda, DDRE (Sherwin) Plan for Management (i.e., Reorganization) of DOD laboratories and ensuing Navy memoranda, letters, papers and reports, including SECNAVINST 5430.77 establishing position of Director of Navy Laboratories.

Container No. 14

Bell Study (BUBUDGET), Project 64, 1961

Memorandum from the Secretary of Defense on In-House Laboratories, 10/14/1961, and Remarks by DDR&E on Same, 10/19/1961

Container No. 44

Report to the President on Government Contracting for Research and Development, 30 April 1962 [Bell Report, David E. Bell, Director, Bureau of the Budget]

Container No. 11

Management of Research, Development, Test and Evaluation Programs, U.S. Navy, February 1962, study by Bureau of the Budget, GAO, Dept. of the

[4] Additional background material on the Dillon and Bell studies may be found in Series 3, Laboratory Policy and Management, and in R.C. 20, Records of the Office of Naval Research.

Navy, OASD (Comptroller)

Container No. 14

Dillon-RDT&E Studies, SECNAV 3900.13A, 1962-1963

Correspondence, 1963-1964, re: Dillon Report
Implementing Groups

Organization and Management, RDT&E Activities in
the Navy, 1963-1964

Management of Navy RDT&E Laboratories, BUWEPS
Instruction 3900.15 and Related Documentation,
1964

Air Force Laboratories Research and Technology
Division, Biennial Report, July 1962-July 1964

Task 97: Enhancement of DOD In-House R&D, 1964

[Sherwin] Plan for the Operation and Management of
the Principal DOD In-House Laboratories, 16 Nov.
1964

Laboratory Comments on DOD Reorganization of In-
House R&D, 1964

Container No. 15

Director of Navy Laboratories--Historical Data
(Pre- and Post- Sherwin Plan, 1964-1966)

Policy Statements on the Defense In-House
Laboratories, 1966

DOD In-House Laboratories: Report of the Defense
Science Board Task Force, 31 Oct. 1966

C. NAVY LABORATORIES REORGANIZATION AND MERGERS, 1966-1970:

BUWEPS instructions concerning
management of R&D laboratories, memoranda
concerning Navy RDT&E facilities and management
changes, talking paper and laboratory comments,
Navy plan, R&D functions and activity
interrelationships chart, SECNAVINST 5430.77 on
military command of R&D laboratories, DNL staff
organization; memoranda and letters concerning
laboratory reorganization (including establishment
of centers and consolidations, mergers, closings,
and headquarters reorganizations, organizational
charts (including viewgraphs); missions and
functions instructions; task force reports and

recommendations; operational and management plans (action agenda); policy statements, points and issues papers (i.e., problems and recommended solutions), management studies, progress reports, facilities inventory and lists of establishments and disestablishments, Navy instructions, facilities utilization studies and hearings; NAVMAT Organizational Manuals.

Command Assignments for Certain Naval Material Support Establishment RDT&E Activities:
"Laboratory Instructions," 1960-1964 & 1966

Laboratory Management, 1964-1966

BUWEPS Activities Off-Shore Operating Area Requirements Data, Jan. 1966

Lab Management, In-House, Talking Papers on, 1966

The Meints Plan (Draft), 1966

Functions of the Navy Department: Research and Development Functional Area and Activity Interrelationships, 1966

Chief of Naval Operations RDT&E Study, 1966 [and Related Documents, 1964-1966]

Military Command of Navy Laboratories, 18 March 1966

Director of Navy Laboratories Staff Organization, 1966

Container No. 56

U.S. Naval Applied Science Laboratory: Mission, Programs, Resources, Capabilities, August 1966

Container No. 15

Navy Laboratories Reorganization, 1966-1967, DNL Office Copy, [1 of 2] [Includes "Recent Chronology of Lab Studies Pointing Toward Consolidation in System Centers"]

Navy Laboratories Reorganization, 1966-1967, DNL Office Copy [2 of 2]

Container No. 16

[Laboratory Mergers/Creation of RDT&E Centers,
Plans for Implementation], 1966-1967 [1 of 2]

[Laboratory Mergers/Creation of RDT&E Centers,
Plans for Implementation], 1966-1967 [2 of 2]

Container No. 51

Proposed Future Mission of the U.S. Naval Applied
Science Laboratory, 7 December 1966

A Study of the Future Role of the U.S. Naval
Applied Science Laboratory, 15 May 1967

Report of NRAC Ad Hoc Committee for the Technical
Evaluation of the Naval Applied Science Laboratory
[ca.1967]

Draft Case Study and Justification Folder, Naval
Applied Science Laboratory, 1967-1968 [1 of 2]

Draft Case Study and Justification Folder, Naval
Applied Science Laboratory, 1967-1968 [2 of 2]

Container No. 16

General Plan Info re Navy Laboratory
Establishments and Disestablishments, 1967-1968

Overman, H.S. Central Staff Organizations of Navy
Laboratories, 1967

Documents Relating to Creation of Navy RDT&E
Centers, 1967-1968

NAVMAT Laboratories: Modification of Titles,
Missions, and Functions, 1967-1968

Viewgraphs on the Formation of RDT&E Centers from
the CNM Laboratories, 1967

Naval Material Laboratories after the Formation of
"Centers" [Viewgraph, n.d.]

Reading File, Al Himes, Code R-363, BUWEPS, 1963-
1965

Reading File, 1966 [Mr. Himes]

Reading File, 1967 [Mr. Himes]

Container No. 52

A Study of the U.S. Naval Radiological Defense Laboratory, May 1967

Container No. 44

Study of NUSL and NUWS toward possible combination into NUSC, 30 November 1967

NAVMAT Laboratory Consolidations, 1967

Container No. 17

Reading File, 1968 [Mr. Himes]

Laboratory Problems and Solutions (42), 1966, Incl. Field Activity Establishments and Disestablishments since 1950 42 Problems, 1967

42 Problems--DNL Action on Problems, 1967

Project Hindsight, Raymond S. Isenson, Office of the Director of Defense Research and Engineering, Washington, DC, July 1967

Instructions (NAVMAT, OPNAV, etc.), 1967-1968

Congressman Sikes' Correspondence on the Navy Mine Defense Laboratory, 1967-1968

Utilization of Federal Laboratories: Hearings Conducted by Subcommittee on Science, Research and Development, Committee on Science and Astronautics, U.S. House of Representatives: Presentation by William B. McLean, 3/27/68

RDT&E Facilities Utilization, NWC Corona Laboratories (Prepared for OSD Study Group), 1968

Recommendations for the Development of the Naval Weapons Laboratory, 1968

The Role of In-House Laboratories in the Navy, 1969

Headquarters Naval Material Command Organization Manual, August 1969

Container No. 51

Data for OSD Study Group on RDT&E Facilities Utilization, Visit of 6 May 1968 to U.S. Naval Applied Science Laboratory [1 of 2]

Data for OSD Study Group on RDT&E Facilities
Utilization, Visit of 6 May 1968 to U.S. Naval
Applied Science Laboratory [2 of 2]

First Closure of NASL (Aborted) 1968 [1 of 2]
Confidential

First Closure of NASL (Aborted) 1968 [2 of 2]
Confidential

NASL Briefing Material for Admiral Galantin 1968-
1968

Container No. 44

Navy Laboratories - NURDC, NRDL, NASL and Corona
Labs Plans, April 1969

Container No. 53

Ad Hoc Committee Reports on Economic Analysis of
Planned NASL Action 1969

Briefing for SECNAV Review of Navy Plans for the
Modification of the NASL, edited by Joel S.
Lawson, 1969

NASL Congressional/Secretarial Inquiry, 1969

03311C Data Books [including physical installation
data, Congressional inquiries]

NASL Disestablishment 1969 [relocation, briefs and
background] [1 of 2]

NASL Disestablishment 1969 [relocation, briefs and
background] [2 of 2]

NASL Disestablishment 1969, Personnel

NASL Disestablishment 1969, RIF (Reduction in
Force) Experience

NASL Closure Plan, 6 May 1969

NASL Cost Estimates, CNM 1969, GAO Audit 1970

NASL Command History 1969

Container No 52

History of Naval Radiological Defense Laboratory,
1969

Personnel and Resources of NRDL, March 1969

NRDL (Naval Radiological Defense Laboratory)
Disestablishment 1969 (Dr. Lawson's Notebook) [1
of 2]

NRDL (Naval Radiological Defense Laboratory)
Disestablishment 1969 (Dr. Lawson's Notebook) [2
of 2]

NRDL Disestablishment 1969-1970

Container No. 56

An Urban Problem of New York Test Case presented
by the Ad Hoc Committee for the Retention of the
Naval Applied Science Laboratory. [ca. 1969]

The Case for Retention of the Naval Applied
Science Laboratory in New York, Ad Hoc Committee
Case Study prepared for the Secretary of the Navy,
15 August 1969

NASL Command History January-June 1970

NASL Memoranda 1970

Report on the Disestablishment of the Naval
Applied Science Laboratory, June 1970 [1 of 3]

Report on the Disestablishment of the Naval
Applied Science Laboratory, June 1970 [2 of 3]

Report on the Disestablishment of the Naval
Applied Science Laboratory, June 1970 [3 of 3]

Container No. 18

[Navy Material Command Management] Navy Management
Review, November-December 1969

Naval Material Command Organization Manual, August
1969

033 [Laboratory Development/Resources Division]
Reorganization, 9/69

Miscellaneous H.Q. NAVMAT Personnel Matters, 1970

MAT 03T, Asst. Deputy CNM for Laboratory
Management: Functions, n.d.

[The CNM Laboratories, Management of, 1968-1970]

Survey of RDT&E Activities Since Merger
BUAER/BUWEPS, 1960-1970

D. SHORE ESTABLISHMENT REALIGNMENTS (SER's) DURING THE 1970's (1970-1974):

Organizational review papers, organizational charts, memoranda, notes, team task assignments, manpower and billets listings; instructions; Presentation on CNM relationships, missions, and functions statements for DCNO (Development); electrostatic copies of viewgraphs for presentation to OMB; DDR&E Ad Hoc Committee Report on Consolidation of test facilities, Blue Ribbon Defense Panel Report-Appendix F, and official DDR&E response; Case study files and reports on CNM laboratory establishments, closures and consolidations; committee report on laboratory morale; Congressional briefing outline; briefing document and accompanying slides on Navy RDT&E Program SER files; reports on Congressional Staff visits to Navy Laboratories; laboratories genealogy chart, review report on laboratory missions and functions.

Organizational Review of Naval Material Command, October 1970 [1 of 2]

Organizational Review of Naval Material Command, October 1970 [2 of 2]

Overview of the Navy Laboratories: Presentation to OMB/OSD, 3 Oct. 1972

Realignments of the CNM RDT&E Activities, 1966 to 1970 [Historical Information]

Container No. 19

DDR&E: Committee on Consolidation of Test Facilities, 17 Aug. 1970

Appendix F to Blue Ribbon Defense Panel Report: Staff Report on Operational Test and Evaluation, July 1970

Report of the Task Group on Defense In-House Laboratories [Response to Recommendations of Blue Ribbon Defense Panel], 1971

Naval Undersea R&D Center, Pasadena, CA, 1967 and 1971

[Proposed Laboratory Closings, 1970]

RDT&E Consolidations and Base Closings, 1970

Case Study and Justification Folder: Naval Undersea Research and Development Center and Fleet Missile Systems Analysis and Evaluation Group, 1971

Fleet Missile Systems Analysis and Evaluation Group, Corona, CA, 1971

Container No. 20

Corona Closure Summary Report, 1971

Container No. 55

An Overview of the Technical Community Associated with the Conduct of the Navy Exploratory Program in Navigation, January 1971 [part of the material on the Naval Strategic Systems Navigation Facility]

NSSNF (Naval Strategic Systems Navigation Facility) Rough Case Studies 1972

NSSNF Command History 1972

Container No. 20

NAVORD Morale [During a Period of Austerity], 1972

Dept. of the Navy, RDT&E Management Guide, Part 1: System Description, NAVSO, P-2457 (Rev. 7-72)

Naval Research, Development, Test and Evaluation Program, 1972 (Briefing Document and Slides)

Overview of the Navy Laboratories: Outline of Briefing for House Armed Services Committee Staff on Navy Laboratories [1972] (with slides)

Functions of DNL/DLP and Overview of Navy Laboratories, Slide Presentation, 1972

Comptroller General of U.S. (GAO), Report to the Committee on Appropriations, H.R., Significant Findings in the Dept. of Defense, Feb. 9, 1973

Secretary of Defense Elliot L. Richardson
Announces 274 Actions Affecting Military
Installations, April 17, 1973

Department of the Navy's Shore Establishment
Realignment (SER) Actions, 1973

SER Criteria: Naval Shore Establishment
Realignment Project, Rough #2 HUL, 1973

Case Study and Justification Folder: Naval
Ordnance Test Station, Indian Head, MD, 1973

NOL-NWL Consolidation Study Prepared for Deputy
Chief of Naval Material (Development), 1973

Congressional Staff Visit Reports: BUMED, NCEL,
NSRDC, NUSC, NELC, NOL, NADC, NWC, 1973 [1 of 2]

Container No. 21

Congressional Staff Visit Reports: BUMED, NCEL,
NSRDC, NUSC, NELC, NOL, NADC, NWC, 1973 [2 of 2]

Naval Training Equipment Center, Report of
Congressional Staff Visit, Mar. 1973

Congressional Report: Pacific Missile Range, Point
Mugu, CA [ca. 1973]

Case Study and Justification Folder:
Miscellaneous, 1973

Man-Machine Program, 1973

Container No. 55

NSSNF (Naval Strategic Systems Navigation
Facility) Consolidation 1973 [1 of 2]

NSSNF Consolidation 1973 [2 of 2]

NSSNF [Consolidation] Implementation 1973 [1 of 2]

NSSNF [Consolidation] Implementation 1973 [2 of 2]

NSSNF Inertial Navigation functions transfer to
NADC 1974 [1 of 2]

NSSNF Inertial Navigation functions transfer to
NADC 1974 [1 of 2]

NSSNF Command History, January-June 1974

Container No. 21

[Laboratory Mergers, Disestablishments, etc.]
Actions of 3 Oct. 73 - 25 Feb. 74

Management of In-House Laboratories, 1970-1974

List of Navy Research and Development
Laboratories, Oct. 1974

SER: Shore Establishment Realignment in RDT&E,
1974

Estimated Cost of Relocating Annapolis Laboratory
to NSRDC, Carderock, 1974: Memo to Dr. Joel
Lawson, DNL

A Study of the Feasibility of Consolidating Naval
Ordnance and Naval Weapons Laboratories, by
Bernard Connolly, Laboratory Operations Branch,
August 1974

Committee on Federal Labs, 1974

Laboratory Genealogy, 1966-1974

A Review of Laboratory Missions and Functions,
August 1974

Comptroller General of U.S. (GAO), Report to
Congress: Improvements needed in Development
Testing, Dept. of the Navy, March 7, 1974 "Shape
of Things to Come: (Congressional Budget and
Impoundment Control Act of 1974)," Article by Burt
Moyer, 1974

Naval Material Command Organization Manual, July
1975

Navy Principal Scientific and Technical
Investigators by Technology Areas, 1975

Container No. 22

Project Listing Supporting FY...A-11 (FY 1973-FY
1975)

E. LABORATORY UTILIZATION (LUS) AND MANAGEMENT STUDIES, 1974-1981:

DDR&E Laboratory Utilization Studies (LUS), including memoranda, letters sent and received, action and follow-up action agenda, meeting agenda, summary statements, comments on memoranda and on final report draft (LUS), issue paper, meeting comments, background briefings for meetings, LUS membership roster, briefing outlines, proposed Navy responses to DDR&E (1975), transcript of Congressional subcommittee hearing on DOD In-House Laboratories (1977) and text on DDR&E statement, ad hoc task group report on in-house laboratories (two versions, covering brief, preliminary paper); CNM Shore Structure Review (Dedman Study) file, including interim report, briefing outlines, instructions, memoranda, draft report, funding charts, progress report, two versions of a Report of the Ad Hoc Task Group on In-House Laboratories to DUSRAT on Institutional Barriers on DOD Laboratories and accompanying memoranda, letters, meeting agenda, and minutes.

Container No. 43

Laboratory Utilization Study (LUS I), January 1975
[1 of 2]

[Memoranda for DDR&E, ASN(R&D), DNL, etc., re DDR&E Laboratory Utilization Study Contents include:

1. Memo from DD(R&AT) 1/14/75 to Koslov (ASN(R&D) et al re proposed follow-up memo on results of LUS; and draft of memo to ASN(R&D) from DDR&E Malcolm R. Currie re LUS, follow-up actions DDR&E draft position paper on adjustments in lab size Draft Services Checklist for LUS
2. Memo from ASN(R&D) 3/4/75 to DDR&E re Comments on Draft Memorandum of 1/14/75 on LUS
3. Memo from Malcolm R. Currie (DDR&E) 4/8/75 to ASN(R&D) re LUS follow-up actions
4. Memo from Bud Shull for David C. Hughes 4/25/75 to Jim Probus (DNL) re strawman for LUS response
5. Memo from DD(R&AT) 5/1/75 to DDR&E re OSD Follow-up on LUS ("hold close")
6. Memo from Malcolm R. Currie (DDR&E) 5/1/75 to ASN(R&D) re LUS, Follow-up Actions (Revision I) (and attachments)
7. ASN(R&D) 5/5/75 memo to DDR&E re response to DDR&E Memo of 8 Apr 75 on LUS
8. LUS, Follow-Up Actions, Army Implementation Plan - cover memo
9. 7/25/75, Navy Response to DDR&E Memo of 4/8/75

10. 7/25/75, LUS, Navy Action Plan
11. Memo from Malcolm R. Currie (DDR&E) 8/21/75 to ASN(R&D) re DOD LUS Follow-Up Actions
12. Memo from ASN(R&D) H. Tyler March 9/17/75 to DDR&E re DOD LUS Follow-Up Actions (and enclosures)

Laboratory Utilization Study (LUS I), January 1975
[2 of 2]

DOD Laboratory Utilization Study, Allen Study, 28 April 1975
[Final Report; see "Laboratory Utilization Study (LUS I), January 1975" above; folder also contains chart on key personnel in DDR&E and their lengths of service in various specified R&D related capacities, by John L. Allen, Rodney E. Grantham, and Donald B. Nichols]

Laboratory Utilization Study (LUS II), May 1975
[See LUS I January 1975 and LUS Final Report April 1975 above] [Contents:

1. Memo from T.J. Gallagher, BUMED (Code 513) to Dr. Robert E. Smith, Jr., NOP 987P10 re ODDR&E Draft Report of LUS II and 2 encls. claiming major defects of LUS II to be "1. composition of committee and procedures utilized, and 2. extreme bias demonstrated throughout report."
2. U.S. Navy Medical and Human Resources Laboratory Utilization Study, Mr. Bruno Augenstein, Chairman, submitted to ASN(R&D), 9 May 1975

Container No. 22

DDR&E Laboratory Utilization Study, 1974-1975

DDR&E Laboratory Utilization Study, Proposed DNL Response, 1975

Reduction of Navy R&D Organization, 1975

DDR&E Laboratory Utilization Study, 1974-1978, DNL Response

Container No. 48

LUS - 1975-1976 [Memoranda and correspondence on RDT&E Technology Base Management]

LUS II 1975 [Memoranda, a few graphs and charts]

LUS II, Medical and Human Resources Laboratories
1975 [1 of 3]

LUS II, Medical and Human Resources Laboratories
1975 [2 of 3]

LUS II, Medical and Human Resources Laboratories
1975 [3 of 3]

Report of the Task Group for the Point Loma
Laboratories January 1976

LUS I, Medical and Human Resources Laboratory
Utilization Study 1976 [Draft] [1 of 2]

LUS I, Medical and Human Resources Laboratory
Utilization Study 1976 [Draft] [2 of 2]

DDR&E Medical and Human Resources Laboratory
Utilization Study, [LUS I] Final Draft, April 1976

Draft Navy Response to the Draft Final Report of
the DDR&E Medical and Human Utilization Study, 18
May 1976

Container No. 22

U.S. House of Representatives Armed Services
Committee Hearings on DOD In-House Laboratories,
28 March 1977, and Other Related Materials

Dedman Study: CNM Shore Activity Functions Review,
1977-1978

DOD Laboratory Management Study, 1979 (Ruth Davis,
Chair)

Report of the DOD Laboratory Management Task
Force, July 1980

Hermann Report: USDR&E Independent Review of DOD
Laboratories [Draft ca.1981, published 22 March
1982]

Container No. 44

Task Force 97 Action Group Phase III Study:
Military Construction, Supporting Services,
Personnel and Manpower, 15 November 1964

Navy Laboratories Responses to Sherwin Plan, Fall
1964

Findings from Recent Studies in the DOD (Glass),
7-8 December 1964 [E. M. Glass, Executive
Director, Task 97 Action Group]

**SERIES 5. NAVMAT LABORATORY SYSTEM, 1967-1980: DIRECTOR OF NAVY
LABORATORIES MANAGEMENT FILES**

**A. NAVY RDT&E AND DIRECTOR OF NAVY LABORATORIES, INSTRUCTIONS AND
ORGANIZATION, 1965-1980 (1982):**

Navy R&D organizational charts and memoranda;
files for the Office of Director of Navy
Laboratories/Director of Laboratory Programs,
including organizational charts and summaries,
memoranda, instructions, missions and functions
statements for laboratories and centers, briefing
outlines, instructions governing NAVMAT
reorganization of 1982, and staff memoranda.

Container No. 59

NAVMAT organization charts and related memoranda,
1967-1974

Container No. 23

SECNAV Instructions governing NAVMAT Labs. and the
RDT&E process 1963, 1978

BUWEPS, NAVMAT, AND SECNAV Instructions for Navy
Laboratories, 1964-1975

NAVMAT Instructions Governing NAVMAT Laboratories
and the RDT&E Process, Folder 1 of 2, 1966-1978

NAVMAT Instructions Governing NAVMAT Laboratories
and the RDT&E Process, Folder 2 of 2, 1966-1978

DOD Directives and Instructions Governing NAVMAT
Laboratories and the RDT&E Process, 1969-1977

OPNAV Instructions Governing NAVMAT Laboratories
and the RDT&E Process, 1969-1979

SECNAVINST 5430.67A&B: Assignment of
Responsibilities for Research, Development, Test
and Evaluation (1975 and later version) and
Related Documents

The Naval Material Command [brochure ca. 1974]

Navy Laboratories Briefing Book 1974 [James
Probus]

Container No. 24

Navy Organization (R&D), 1975-1979

Director of Navy Laboratories/Director of
Laboratory Programs, DNL/DLP, 1965, 1976-1979

Staff Memos, Office of the Director of Navy
Laboratories, 1974-1977

Container No. 59

DNL/DLP Staff Meetings 1976-1978

Container No. 24

NAVMAT/DNL Reorganization of 1982

B. LABORATORY MANAGEMENT - GENERAL, 1967-1981:

General laboratory management files, including
tabbed subject files of memoranda and related
documents, which also contain the Charter for the
Naval Material Command Middle Management Council,
laboratory missions and functions statements,
briefing outlines, meeting agenda and summaries,
study reports, instructions, listing of major
problems confronting CNM Laboratories, briefing
texts and notes.

Management [Miscellaneous], Folder No. 1, 1967-
1970

[Folder No. 2 Missing]

Management [Miscellaneous], Folder No. 3, 1974

Project Management [General], 1974-1976, Folder 1
of 2

Project Management [General], 1976-1979, Folder 2
of 2

Container No. 25

R&D Laboratory Management [General], 1978, Folder
1 of 2

R&D Laboratory Management [General], 1981, Folder
2 of 2

C. LABORATORY MANAGEMENT - FINANCIAL, 1973-1980 (1982):

Financial management files, including memoranda,
reports, funding charts, papers, letters, meeting
summaries, DTNSRDC Financial Management

Improvement Program Formal Report, DNL Hillier's speech, "Stress on NIF (Navy Industrial Fund) System," [5] NIF Activities reports, seminar minutes, Laboratory Financial Management Improvement Team Report on Non-Standard Costing Policies and Practices, Naval Audit Services Report on RDT&E, five year planning files documenting the beginning of five year planning for the Navy Laboratory System.[6]

Container No. 49

Evaluation of Project Reflex (Resources Flexibility) Within the Navy, August 1973

Summary of Navy RDT&E Civilian End Strength, 1974-1979

Container No. 25

State of Finances [of CNM Laboratories], 1974-1978

Financial Management [of CNM Laboratories], 1974-1980, Folder 1 of 3

Financial Management [of CNM Laboratories], 1974-1980, Folder 2 of 3

Financial Management [of CNM Laboratories], 1974-1980, Folder 3 of 3

Container No. 49

Speech, Dr. James Probus: "Presentation of DNL Corporate Long-Range Plan FY 77-81, March 1977" [Beginning of long-range planning process]

Container No. 25

Initiation of Five Year Planning, DNL/DLP, FY 1977-81

[5] See also Record Collection 4-1 Navy Laboratory Reports, Series 5, Navy RDTE NIF Activities Annual Reports.

[6] The five year plans for the Navy Laboratory System may be found in Record Collection 4-1 Navy Laboratory Reports Series 2, Corporate Plan for R&D Centers, and Series 3, the Corporate Report for R&D Centers, a sequel to the Corporate Plan.

[Second Five Year Corporate Plan], Draft of
DNL/DLP Corporate Presentation, FY 1978-1982, Dr.
J. Probus

Container No. 49

CNM memoranda re: the "Gavazzi Study" 5 January
1978 [also gives list of RDT&E reviews from 1974-
1979]

Comparison of DNL Corporate Management Issues with
DNL/Center Goals, Objectives, Initiatives, and
Progress, 14 April, 1978

Naval Weapons Center Personnel Demonstration
Project 1980 [1 of 2]

Naval Weapons Center Personnel Demonstration
Project 1980 [2 of 2]

Remarks Made by VADM Fowler at the Corporate
Planning Presentation 13 August 1980

Corporate Planning Presentation to NAVSEA,
(corrected) transcript of the proceedings,
Carderock, MD 13 August 1980 [1 of 3]

Corporate Planning Presentation to NAVSEA,
(corrected) transcript of the proceedings,
Carderock, MD 13 August 1980 [2 of 3]

Corporate Planning Presentation to NAVSEA,
(corrected) transcript of the proceedings,
Carderock, MD 13 August 1980 [3 of 3]

D. SPECIFIC MANAGEMENT ISSUES, 1975-1980: Briefing
for ASN(R&D) by DNL on Role of In-House vs
Industry R&D--key files including objectives for
maintaining in-house laboratories, point paper on
role of in-house laboratories and history of major
changes in laboratory roles and relationships,
1960-1973; file on military construction approved
by CNO for 1978, file on selection of laboratory
commanding officers, including memorandum and
related SECNAV Instruction.

Container No. 59

ASN (R&D) Recommendations on Laboratories 1976-
1977 [1 of 2]
[The greater part of this file deals with the Mark

48 torpedo, also includes officer assignment and VSTOL aircraft]

ASN (R&D) Recommendations on Laboratories 1976-1977 [2 of 2]

Container No. 25

Role of In-House vs. Industry R&D: Briefing for ASN(R&D), Dr. Mann, by DNL, Dr. Probus, 6/13/77

Container No. 26

1978 RDT&E MILCON [Military Construction] Approved by CNO, 3 Jul. 75

DNL--Director of Navy Laboratories--Areas of Concern, ca. 1979, and CNM Role in Systems Acquisition--Briefing Viewgraphs on

Command of Navy Laboratories: Procedure for Selection of Laboratory Commanding Officers, 1980

E. CO/TD (COMMANDING OFFICER/TECHNICAL DIRECTOR) MEETINGS, 1964-1978:

Files contain meeting agenda background materials.

Container No. 59

Laboratory Directors Meetings, 1964-1967

Laboratory Workshop Meeting, Airlie House, Warrenton, Virginia 24-25 April 1968: Addresses by Robert A. Frosch, ASN (R&D), ADM I. J. Galantin, CNM

Navy Laboratory Directors Council Meeting, 16-17 October 1969, Airlie House, Warrenton, Virginia

Container No. 26

CO/TD Meetings, 1974-1977

CO/TD Business Meeting, 3 October 1975

CO/TD Meeting, 12-13 November 1975

CO/TD Meeting, 20 May 1976

CO/TD Meeting, 15-16 September 1976

Laboratory Directors Meeting, 16-18 May 1977

CO/TD Meeting, 9-10 May 1978

F. INDIVIDUAL LABORATORIES, 1974-1980:

Navy laboratories briefing book and files on the individual laboratories which contain a variety of documentation, including memoranda and letters, electrostatic copies of viewgraph presentations, newsletters, points and issues papers, formal reports, agenda for meetings and visits, notes for discussion, organization charts, milestone charts, general operations guidelines, clippings, papers and working papers, materials relating to establishments, disestablishments, mergers, relocations and RIFs, activities summaries, budget and funding documents, briefing charts and papers, instructions, missions and functions statements, policy documents, occasional DNL comments on issues covered in files. The NRL file contains a "Brief and Partial Compendium of NRL Interactions with Navy Laboratories and other DOD organizations." [7]

Container No. 27

Navy Labs Briefing Book, July 1974

NADC-Naval Air Development Center, 1974-1980

Container No. 50

NCSL 1969-1972

[7] The Navy Laboratories Archives holds separate record collections for many laboratories, and additional information may be found in the oral history and biography collections. Other sources for laboratory history are: the Naval Historical Center (the official repository for Navy laboratories command histories), the laboratories' records holdings, and the National Archives and Records Service.

Container No. 27

NCSL-Naval Coastal Systems Laboratory, 1974-1980

Container No. 50

NCSL Master Plan July 1975 [1 of 3], [2 of 3], [3 of 3]

Container No. 27

NCSL/NEDU-Naval Coastal Systems Laboratory/Navy Experimental Diving Unit, 1975-1976, Folder 1 of 2

NCSL/NEDU-Naval Coastal Systems Laboratory/Navy Experimental Diving Unit, 1975-1976, Folder 2 of 2

NELC-Naval Electronics Laboratory Center, 1975-1976

NUC/NELC [Naval Underwater Center/Naval Electronics Laboratory Center], Consolidation, Folder 2 (Folder 1 Missing), 1976-1977

NOOSC-Naval Ocean Systems Center, 1976-1980

NPRDC-Navy Personnel Research and Development Center, Folder 1 of 2, 1974-1980

NPRDC-Navy Personnel Research and Development Center, Folder 2 of 2, 1974-1980

Container No. 28

NRL-Naval Research Laboratory, 1972-1978

NSRDC-Naval Ship Research and Development Center, 1974-1980

NSWC-Naval Surface Weapons Center-1974-1980

NUSC-Naval Underwater Systems Center, Folder 1 of 3, 1972-1980

NUSC-Naval Underwater Systems Center, Folder 2 of 3, 1972-1980

NUSC-Naval Underwater Systems Center, Folder 3 of 3, 1972-1980

NORDA-Naval Ocean Research and Development Activity, Folder 1 of 2, 1974-1979

NORDA-Naval Ocean Research and Development Activity, Folder 2 of 2, 1974-1979 [missing since July 1983]

Container No. 29

NWC-Naval Weapons Center, Folder 1 of 2, 1974-1980

NWC-Naval Weapons Center, Folder 2 of 2, 1974-1980

G. ADVANCED TECHNICAL OBJECTIVES WORKING GROUPS (ATOWG's), 1966-1978, AND REPORTS ON WEAPONS SYSTEMS:

SYSTEMS: Groups to be established and disestablished by the Director of Navy Laboratories to assess designated warfare areas in light of enemy threats for the 1970s decade: Operating concepts and charters for ATOWGs and files on individual ATOWGs containing memoranda and letters, proposals, meeting agenda, committee reports, listings of specific achievements, status reviews of experimental projects, membership lists, reports, briefing outlines, lists of topics studied, annual reports, and needs assessments.

Container No. 46

Director of Navy Laboratories Deep Submergence Subcommittee of the Undersea Warfare Advance Concepts Group, First Annual Report, March 1967

Report of the Strike Warfare Advanced Technical Objectives Working Group, Vol. 1, Airborne Strike

Warfare, Summary and Recommendations, 1 April 1967

ATOWG General Correspondence [1968-1976]

ATOWG-Special Warfare [1970] [Annotated Bibliography: Human Performance in the Undersea Environment, by Raymond E. Reilly, BioTechnology, Inc. under ONR contract, January 1970]

Operating Concepts and Charters for DNL Advanced Technical Objectives Working Groups, January 1971

Fire Research 1971-1978 [1 of 4]
[Includes studies of smoke and toxic gas, fire fighting techniques for ships, a list of ship fires and lives lost 1953-1974, fire detectors, and hydrogen as a Navy fuel, several papers were written by Homer W. Carhart of the Naval Research Laboratory who was chairman of the ATOWG for Fire Research]

Fire Research 1971-1978 [2 of 4]

Fire Research 1971-1978 [3 of 4]

Fire Research 1971-1978 [4 of 4]

Container No. 29

DNL Advanced Technical Objectives Working Groups (ATOWGs)-General, 1971-1975

Container No. 47

Speeches ATOWG Meeting 8-10 February 1972 ["The Nature of Our Strategic Deterrent Policies", by D. A. Perlman, and "Threat Requiring Strategic Deterrence", by A. S. Poltorak]

[ATOWG Charters and Background Material, 1973-1975]

ATOWG on Undersea Technology 1973-1976 [1 of 2]
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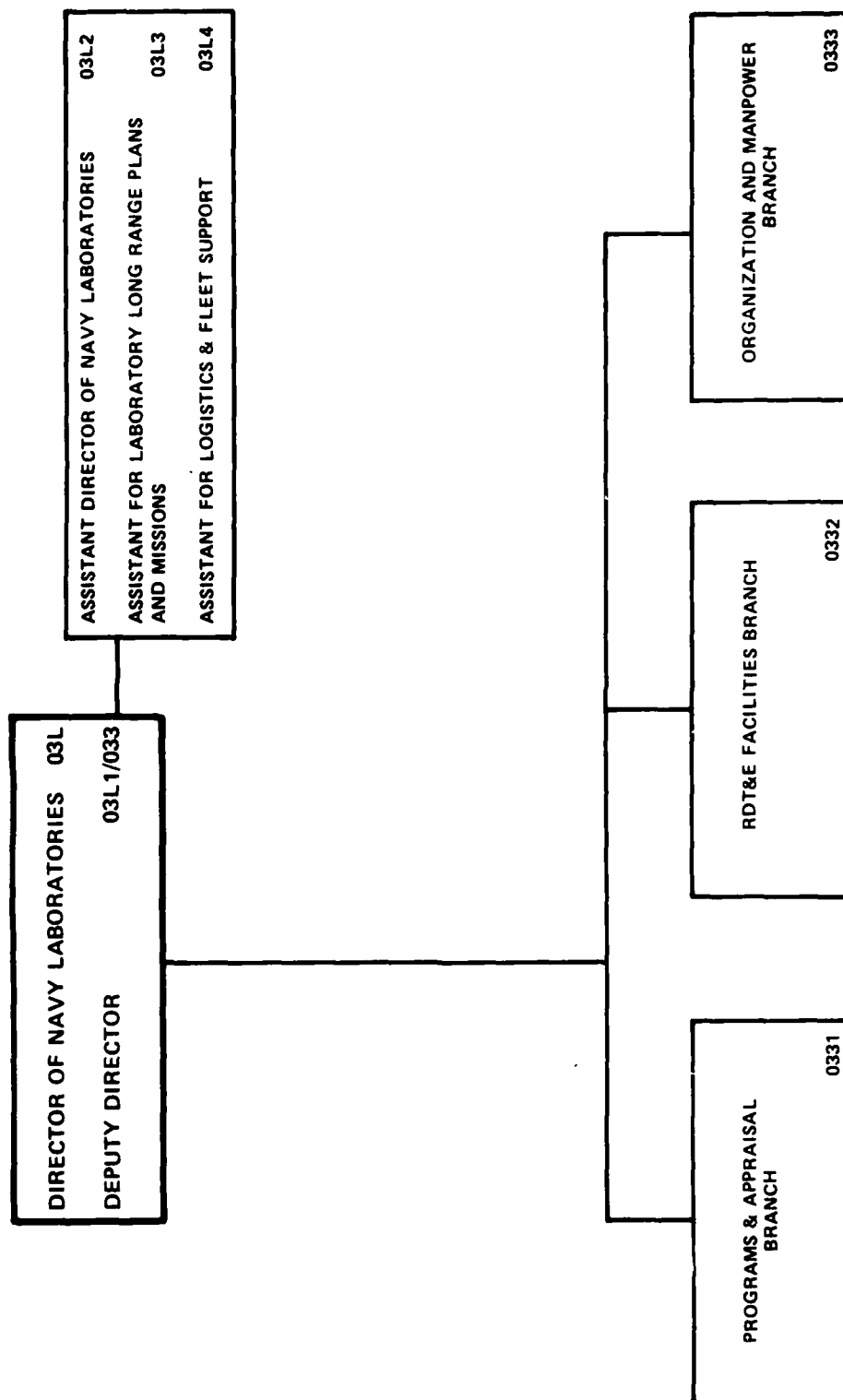
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ORGANIZATION OF THE OFFICE OF THE DIRECTOR OF
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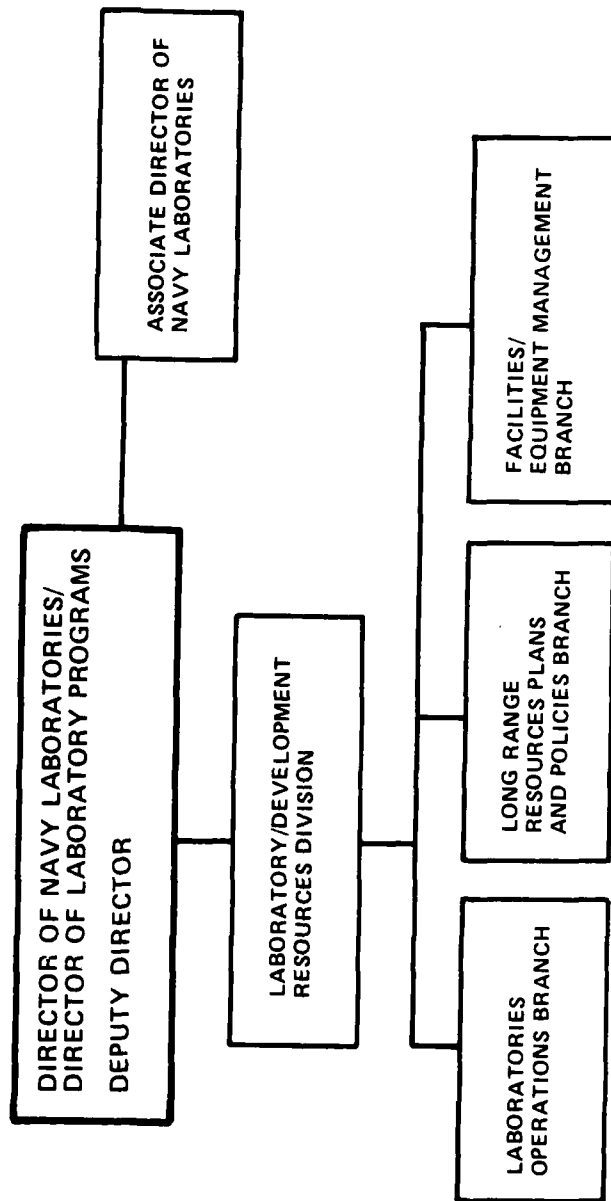
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ORGANIZATION OF THE OFFICE OF THE DIRECTOR OF NAVY LABORATORIES : N 1966

APPENDIX B

ORGANIZATION OF THE OFFICE OF THE DIRECTOR OF
NAVY LABORATORIES IN 1969



ORGANIZATION OF THE OFFICE OF THE DIRECTOR OF NAVY LABORATORIES IN 1969
[ALTHOUGH THE PLACE OF THE OFFICE WITHIN THE NAVAL MATERIAL COMMAND
CHANGED SEVERAL TIMES BETWEEN 1969 AND 1980, THE INTERNAL ORGANIZATION
REMAINED THE SAME.]

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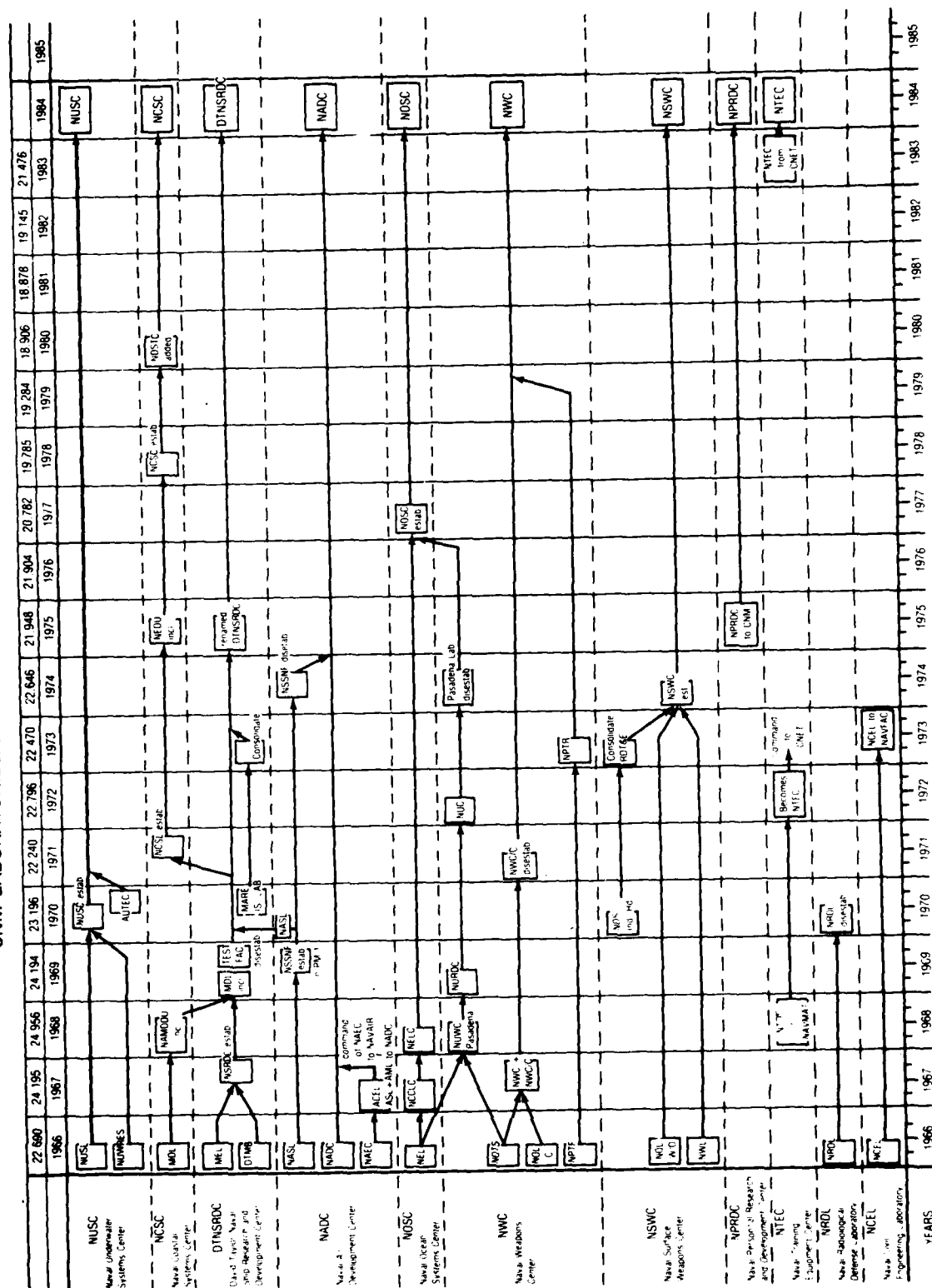
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CNM LABORATORIES/CENTERS ORGANIZATIONAL EVOLUTION

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CCNM LABORATORIES/CENTERS ORGANIZATIONAL EVOLUTION



APPENDIX D
ABBREVIATIONS AND ACRONYMS

ADM	Admiral
AFB	Air Force Base
APL	Applied Physics Laboratory (Johns Hopkins)
ASN	Assistant Secretary of the Navy
ASN(R&D)	Assistant Secretary of the Navy (Research and Development)
ASN(RES)	Assistant Secretary of the Navy (Research, Systems & Engineering)
ATOWG	Advanced Technical Objectives Working Group
ATOWG/NW/NWAG	Advanced Technical Objectives Working Group/Naval Warfare/Naval Warfare Advisory Group
BUAER	Bureau of Aeronautics
BUBUDGET	Bureau of the Budget
BUMED	Bureau of Medicine and Surgery
BUWEPS	Bureau of Naval Weapons
BUWEPSINST	Bureau of Naval Weapons Instruction
CAPT	Captain
CGP	Committee on Government Procurement
CHNAVMAT	Chief of Naval Material
CNM	Chief of Naval Material
CNO	Chief of Naval Operations
CO	Commanding Officer
CO/TD	Commanding Officer/Technical Director
COL	Colonel
DARCOM	Material Development and Readiness Command (Army)
DCNM	Deputy Chief of Naval Material
DCNM(D)	Deputy Chief of Naval Material (Development)
DCNM(D)/CND	Deputy Chief of Naval Material (Development)/Chief of Naval Development
DCNM(L)	Deputy Chief of Naval Material (Laboratories)
DCNO	Deputy Chief of Naval Operations
DDRAT	Director Defense Research and Technology
DDRE	Director of Defense Research and Engineering
DLP	Director of Laboratory Programs
DNL	Director of Navy Laboratories
DNL/DLP	Director of Navy Laboratories/Director of Laboratory Programs
DOD	Department of Defense
DON	Department of the Navy
DRDT&E	Director, Research, Development, Test and Evaluation
DTMB	David Taylor Model Basin
DTNSRDC	David W. Taylor Naval Ship Research and Development Center
DUSRAT	Deputy Under Secretary for Research and Technology
FCRC	Federal Contract Research Center
FY	Fiscal Year
GAO	General Accounting Office
HQ	Headquarters
IG	Inspector General
LAB	Laboratory Advisory Board



LTC	Lieutenant Colonel
LUS	Laboratory Utilization Study
MAT	NAVMAT organizational code prefix
MDL	Mine Defense Laboratory
MILCON	Military Construction
MK	Mark
NADC	Naval Air Development Center
NAEC	Naval Air Engineering Center
NAPC	Naval Air Propulsion Center
NASL	Naval Applied Science Laboratory
NAVAIR	Naval Air Systems Command
NAVMAT	Naval Material Command
NAVORD	Naval Ordnance Systems Command
NAVSEA	Naval Sea Systems Command
NAVSEC	Naval Ship Engineering Center
NCEL	Naval Civil Engineering Laboratory
NCSL	Naval Coastal Systems Laboratory
NELC	Naval Electronics Laboratory Center
NIF	Navy Industrial Fund
NMARC	Navy and Marine Corps Acquisition Review Committee
NMC	Naval Material Command
NOL	Naval Ordnance Laboratory
NOL C	Naval Ordnance Laboratory (Corona)
NOL W/O	Naval Ordnance Laboratory (White Oak)
NORDA	Naval Ocean Research and Development Activity
NOSC	Naval Ocean Systems Center
NOTS	Naval Ordnance Test Station
NPG	Naval Proving Ground
NPRDC	Naval Personnel Research and Development Center
NRAC	Naval Research Advisory Committee
NRDL	Naval Radiological Defense Laboratory
NRL	Naval Research Laboratory
NSAP	Navy Science Assistance Program
NSF	National Science Foundation
NSRDC	Naval Ship Research and Development Center
NSSNF	Naval Strategic Systems Navigation Facility
NSWC	Naval Surface Warfare Center
NUC	Naval Undersea Center
NURDC	Naval Undersea Research and Development Center
NUWRES	Naval Underwater Weapons Research and Engineering Station
NUSC	Naval Underwater Systems Center
NUSL	Naval Underwater Sound Laboratory
NWAG	Naval Warfare Advisory Group
NWC	Naval Weapons Center
OASD	Office of the Assistant Secretary of Defense
ODDR&E	Office of the Director of Defense Research & Engineering
OMB	Office of Management and Budget
ONR	Office of Naval Research

ONRINST	Office of Naval Research Instruction
OPNAV	Office of the Chief of Naval Operations
OSD	Office of the Secretary of Defense
OPTEVFOR	Operational Test and Evaluation Force
PM	Project Manager
RADM	Rear Admiral
R&D	Research and Development
RDT&E	Research, Development, Technology and Evaluation
REFLEX	Resources Flexibility
RIF	Reduction in Force
SASI	Ship and Air Systems Intergration Project
SBD	Sea-Based Deterrence
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SECNAVINST	Secretary of the Navy Instruction
SER	Shore Establishment Realignment
SYSCOMS	Systems Commands
T/E	Test and Evaluation
TD	Technical Director
TS	Test Station
USA	United States Army
USAF	United States Airforce
USDR&E	Under Secretary of Defense Research and Engineering
USNR	United States Navy Reserve
VADM	Vice Admiral
V/STOL	Vertical Short Take-Off and Landing Aircraft

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